

MODULE 2: Authentic Collaboration & Agile, Participatory Structures

Ontario Support Program
Workshop for OHT Collaborative Leaders

Tuesday, February 15, 2022
Thursday, February 17, 2022

ADVANCE Program

Accountability, Shared Leadership and Governance



Land Acknowledgement



ADVANCE Program Faculty



G. Ross Baker is a professor in the Institute of Health Policy, Management and Evaluation at the University of Toronto and was founding Program Lead in Quality Improvement and Patient Safety at IHPME. Ross had led a number of projects in Quality Improvement and Patient Safety and was Co-Lead for the IDEAS program (Improving and Driving Excellent Across Sectors). He currently chairs the Quality and Safety Committee for the UHN board.



Paula Blackstien-Hirsch is a consulting facilitator and coach who focuses on Governance, Leadership and Quality Improvement across multiple sectors. She is also core faculty for the Masters in Quality and Safety, University of Toronto, and is a member of the Sinai Health Board where she also Chairs the Board Quality Committee.



Heather Graham is a consultant, facilitator and coach who works in the not-for-profit sector to build capacity in the areas of collaborative governance and leadership, strategic planning and community engagement. She has been involved in several collaboration research and policy initiatives including 'Strengthening Collaboration in the Not-for-Profit Sector' for the Ontario Trillium Foundation from which a free online web-site (and tools) were developed to build collaboration capacity (collaborationcoach.ca).

Objectives for Today

- Discuss characteristics associated with Authentic Collaboration, and examine power dynamics
- Explore agile and participatory structures and processes
- Network with partners from other OHTs to share experiences and promising practices around authentic collaboration and creating agile and participatory structures and processes

Virtual Meeting Etiquette

- **Video** on (unless connection issues)
- Microphones **muted** unless speaking
- Scheduled feedback opportunities
- Disruptions & distractions happen

What You Told Us About Tensions Affecting OHTs

- External Tensions:
 - Slow access to funding, and multiple RFPs for additional funds distract from priority work
 - Homecare linkage to OHTs still unclear
 - Private providers not included as partners in some OHTs
 - Competing priorities from MOH, Ontario Health and others
 - Short timelines for MOH deliverables detract from necessary dialogue to build relationships and trust
- Internal Tensions
 - Confusion about structures when existing OHTs are merged with in-development groups
 - Size vs speed (inclusivity of large numbers of partner organizations limits efficient decision-making)
 - Power imbalances in leadership councils
 - Patient partners in some OHTs believe they have limited voice
 - Some members of leadership councils are not perceived to be fully engaged or committed
 - Providers in rural and urban settings are not fully aware of the challenges in other settings

UNDERSTANDING AUTHENTIC COLLABORATION



Forms of Knowing....

Based on your own journey (profession; lived experience), what form of knowing do you trust most in yourself?

INTELLECT

(evidence-informed; cognitive)

INTUITION

(inner knowing; 'gut instincts')

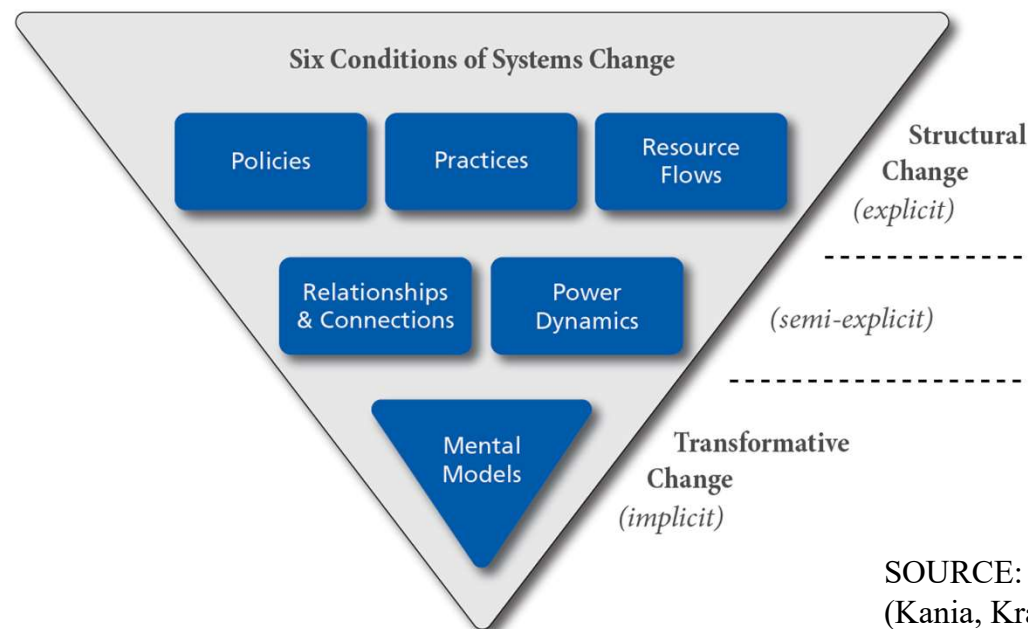
Collaboration is.....

A well-defined relationship entered into by two or more different partners coming together to achieve common goals.

SOURCE: www.collaborationcoach.com

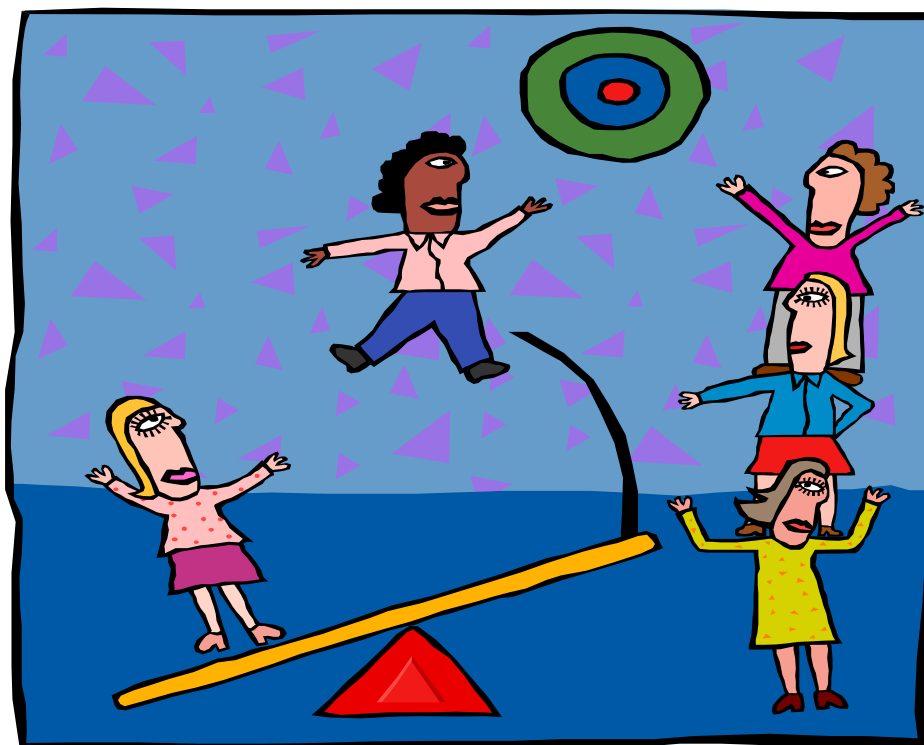
Conditions for Systems Change

FIGURE 1. SHIFTING THE CONDITIONS THAT HOLD THE PROBLEM IN PLACE



SOURCE: The Water of Systems Change
(Kania, Kramer & Senge, June 2018)

Characteristics of Authentic Collaboration



SOURCE: www.collaborationcoach.com

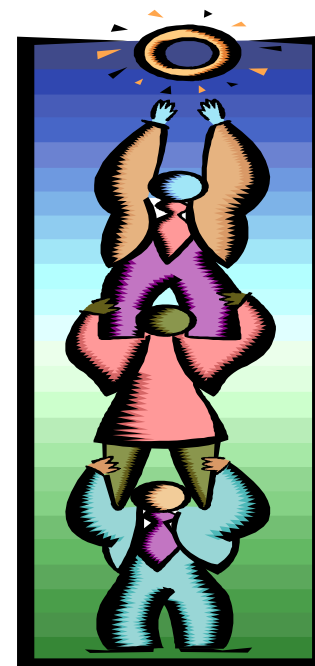
What does authentic collaboration mean to you?

Use the chat feature to share key words/phrases

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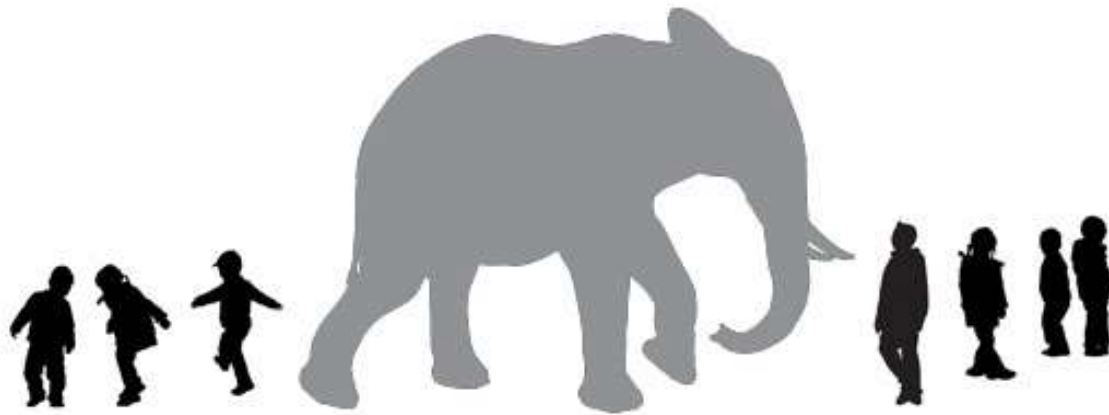
Authentic Collaboration.....

- ✓ Develop relationships based on mutual respect and trust
- ✓ Negotiate collective contributions, benefits and strengths
- ✓ Agree on shared outcomes, risks, responsibilities, and successes.



SOURCE: www.collaborationcoach.com

Acknowledge Power Dynamics



SOURCE: www.collaborationcoach.com

Partner Feedback: Conditions that Contribute to Power Dynamics within OHTs

- *OHTs are expected to start the work prior to receiving Implementation Funds, and historical funding models place some agencies at a disadvantage*
- *Current pressures make it difficult for leaders to make the time and space to establish trust, navigate power dynamics, and build shared leadership capacity*
- *In some cases, COVID has heightened power differentials (focus on Hospitals/Acute Care)*
- *Agencies that have been competitors are now expected to work in collaboration*
- *Some structural features may accentuate power imbalances, including who is appointed chair or co-chair and which organization is the TPAA fundholder*
- **OTHERS?**

Power 'Cues': Overt

OVERT

- Who does the Ministry **and Ontario Health** communicate with?
- Who Chairs Leadership Meetings?
- Who is 'at the table' making decisions vs. 'invited to provide input'?
- Who has the resources/capacity to provide staff or fund the work?
- Which partners were invited to join the OHT first?
- **OTHERS (use chat)?**

POLL: Which of the SUBTLE power ‘cues’ resonate the most for you?

SUBTLE

- Who speaks/doesn't speak at Leadership meetings?
- What voices/partners hold more 'weight' at the leadership table?
- Where are meetings held/hosted from?
- Who are the first to hear key information?
- Do some partners bring more representatives to the table?
- How is the majority of time spent at meetings (report backs vs facilitated discussion)?
- What is the response/reaction to partners who bring a different perspective/dissenting voice?

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SMALL GROUP DISCUSSION (20 min)

- Identify a recorder (to capture highlights) and reporter (to share one key insight from the discussion)
- Discuss the following questions:
 - *What is the most important thing you have learned about working effectively in collaboration?*
 - *How has your OHT worked to acknowledge and negotiate power dynamics at the Leadership Council Table?*

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DEBRIEF (10 minutes)

Share one key insight from your discussion

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- *What is the most important thing you have learned about working effectively in collaboration?*
- *How has your OHT worked to acknowledge and negotiate power dynamics at the Leadership **Council** Table?*

Navigating complex, collaborative environments



What does agile and participatory mean?

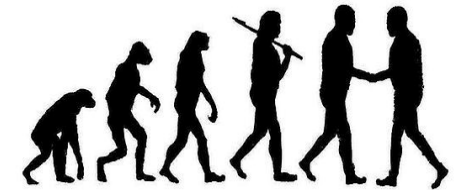
(Cohort 2 input)

- Able to respond to changing circumstances/opportunities (*not stuck in 'we have always...'*)
- Inclusive and engaged (*value and seek diverse input/ideas; reflect the community we are serving*)
- Flexible and evolving (*regularly evaluate and adapt; new partners/contributors*)
- Open and transparent (*share information; promote healthy debate; acknowledge power dynamics; ask questions*)
- OTHER (use chat)

What does it look like?

FROM:	TO:
<u>Fixed, hierarchical/'top down' structures</u> <ul style="list-style-type: none"> <i>Fixed membership</i> 	<u>Flexible and evolving 'organizing structures'</u>
<u>Committees as meetings</u> <ul style="list-style-type: none"> <i>Focus on 'breathing life' into the structure/meetings</i> 	<u>Committees and Working Groups as decision-making 'bodies'</u> <ul style="list-style-type: none"> <i>Can make decisions outside of standard meeting times</i>
<u>Working in silos</u> <ul style="list-style-type: none"> <i>Based on 'levels of authority'</i> 	<u>Working collaboratively in empowered teams</u> <ul style="list-style-type: none"> <i>Membership defined by the problem to be solved</i> <i>Clear 'parameters' are defined</i> <i>Can convene new teams to examine decisions that cross boundaries/silos</i>
<u>Leaders make all the decisions</u> <ul style="list-style-type: none"> <i>May or may not be informed by others</i> 	<u>Leaders make sure that decisions are made – and informed - by the right people at the right time</u> <ul style="list-style-type: none"> <i>'direct traffic', delegate responsibility/authority; set parameters; coordinate communication/activities</i> <i>Allow sufficient time for broader stakeholders to inform decisions</i>

Evolving towards Agile & Participatory: Culture, Structure & Processes



Questions OHT's should be asking:

- *Does your 'culture' value agility, inclusion and innovation?*
- *How do your structure and processes reflect these values?*
- *How do you ensure that you are able to seize opportunities as they arise?*
- *Where do decisions cross current silos/boundaries, and are you able to convene new structures/processes to discuss these decisions?*
- *Are teams empowered to make good decisions?*
- *What role should leaders play to empower an agile and participatory culture, structure and processes?*
- *OTHERS?*

SMALL GROUP DISCUSSION (20 min)

- Identify a recorder (to capture highlights) and reporter (to share one key insight from the discussion)
- Discuss the following question:
 - *What does agile and participatory look like to you?*
 - *What structures or processes has/could your OHT put in place to facilitate agility and participation?*

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DEBRIEF (10 minutes)

Share:

- **Examples and experiences of agile and participatory structures &/or processes**

Materials for Discussion/Reflection with Leadership Council

Key Messages: Module #2

- Authentic collaboration requires partners to **nurture trust and respect, negotiate collective contributions, benefits & strengths**, AND agree on shared outcomes, risks, responsibilities & successes
- There are **conditions** in the environment that **contribute to power dynamics** within OHTs (and between partners), and power cues can be both overt AND subtle
- **Unacknowledged and unresolved tensions** can have **negative, long-lasting consequences** that undermine trust and success
- Centralized authority structures are obstacles to the change we want to effect because they inhibit creativity and innovation, leave large numbers of people disengaged, and can perpetuate systems of inequality

Reflection Questions:

- What does authentic collaboration mean to you?
- What are the power dynamics (overt and subtle) that are currently at play within your Leadership Table?
- What strategies or processes have/could you put in place to acknowledge and negotiate power dynamics?
- What agile and participatory structures and processes has your OHT put in place?
- Which questions have you been asking (see slide #21)?

NOTE: Highlights from Module 2 discussion to be provided.

Materials for Discussion/Reflection with Leadership Council

Practices	<p><u>OHT Leaders/Partners:</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Value the differences in opinions/experience and contributions that <u>all partners</u> bring <input type="checkbox"/> Acknowledge that there are power dynamics at play within our collaborative leadership council, and we have identified strategies to surface and jointly navigate tensions/conflicts (<i>e.g., creating an open and transparent culture; engaging a neutral coach/facilitator, designating a separate session to work through these issues chaired by one of our partners, etc.</i>) <input type="checkbox"/> Take the time to discuss what each partner has to contribute and what each expects to gain from participation in the OHT <input type="checkbox"/> Ensure that all partners, regardless of the size of contribution they are able to make, have equal voice/weight in discussions/decisions <input type="checkbox"/> Regularly invite input/reflection on how well partners are working collaboratively (<i>e.g. annual self assessments and discussions</i>) <input type="checkbox"/> Put agile and participatory structures and processes in place, and check-in to see how they are working or can evolve
Tools	<ul style="list-style-type: none"> • Characteristics of Authentic Collaboration (www.collaborationcoach.ca) • Creating Shared Governance: Keys to Governance Success (www.collaborationcoach.ca) <p>Note: Other resources available at: https://hspn.ca/advanceoht/advance-resource-repository/</p>

Thank you!

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