

# Collaboration To Reduce Infant Mortality

**Necessary But Not Sufficient**

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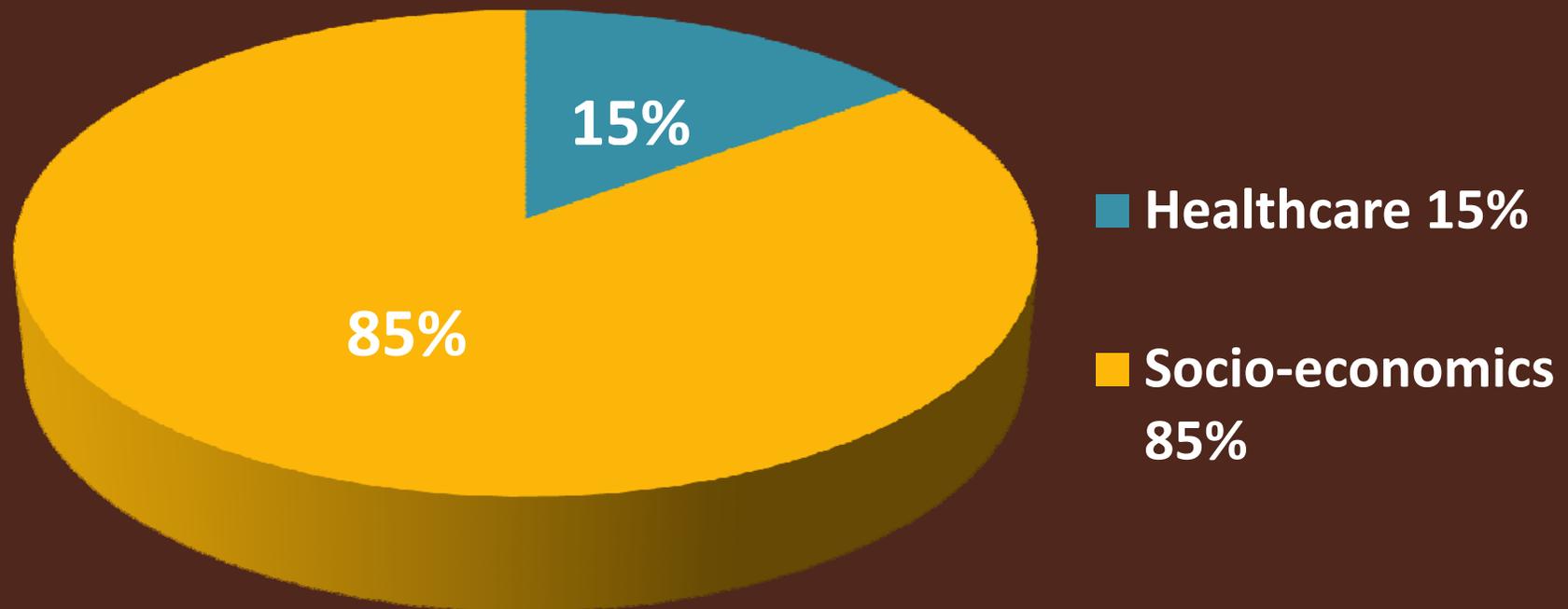
# Collaboration Defined

- Cooperation
  - Jointly working with others, usually to help resolve a problem.
  - Individuals, informal, intra-organizational.
- Collaboration
  - Operating in multi-organizational arrangements to solve problems that cannot be solved, or solved easily by single organizations.
  - Inter-organizational entities that emerge from interactions among formal organizations.

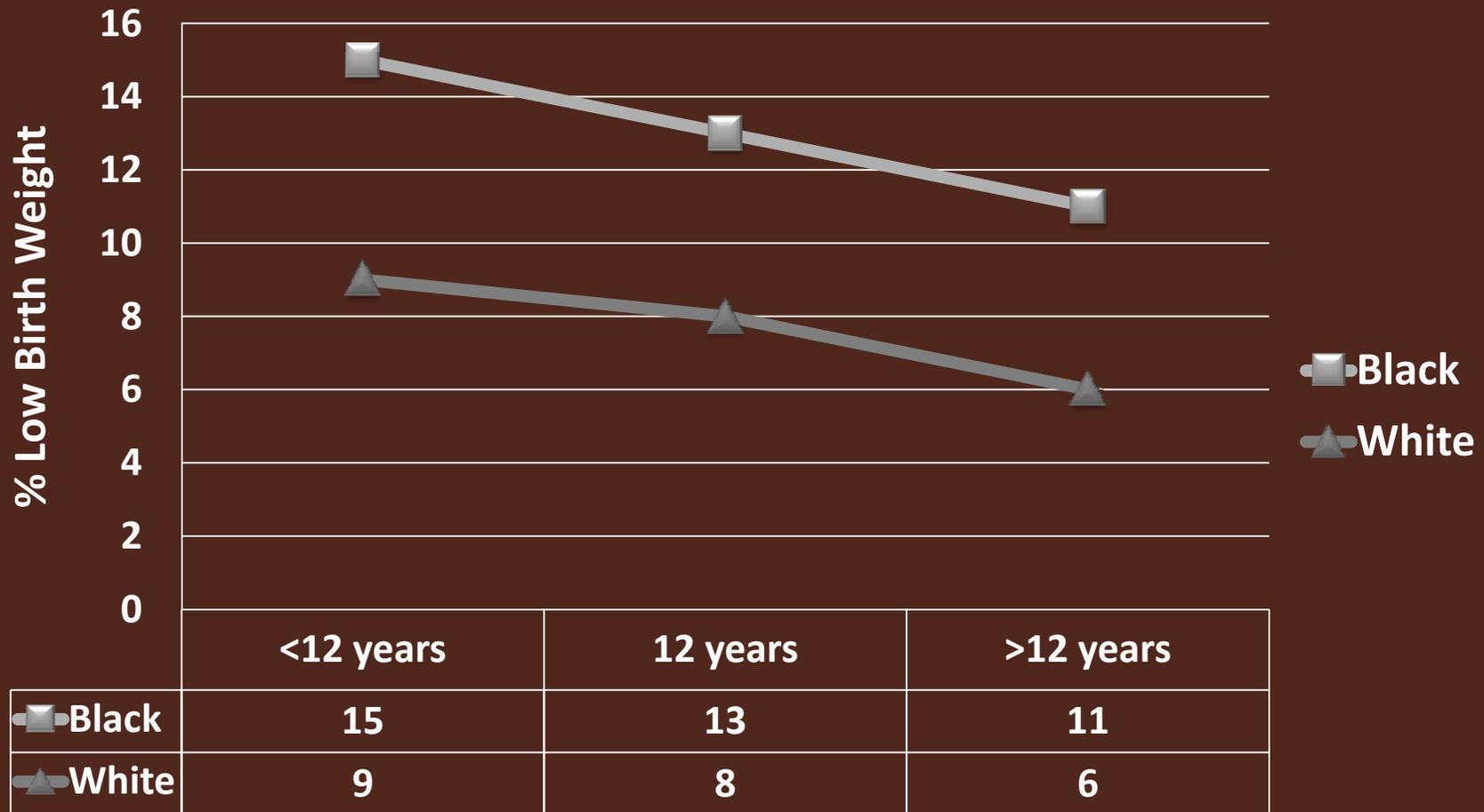
# Why Collaborate?

- Ambitious and complex problems require knowledge exchange and generation.
- Political demands for inclusion and broad influence require buy-in and strategy coordination.
- Competing priorities require resource sharing and leveraging.

# Determinants of Infant Mortality



# Low Birth Weight by Education and Race/Ethnicity



# Collaboration Models

Robert Agranoff

- Informational
- Developmental
- Outreach
- Action

# Informational

- Exchange information
  - Formal bodies
  - Increase number of potential actors
  - Enables focus and continuity
- Benefits
  - Broaden perspectives
  - Raise awareness
  - Foster next stage collaborations

# Developmental

- Develops capabilities by actively engaging in programs that develop knowledge pools
  - Management
  - Program
  - Policy
- Engages in capacity building
  - Newsletter and website
  - Consultations
  - Conferences and workshops

# Outreach

- Jointly decide on policy and programs
  - Formulate and propose strategies across member agencies and organizations
  - Actual policy and program decisions are made by the members themselves
- Implementation takes place within the individual agencies and organizations

# Action

- Take action
  - Legal mandate
  - Formulate strategies
  - Financial resources
  - Oversight and accountability
- Montgomery County Collaboration Council for Children, Youth and Families

# Improved Pregnancy Outcomes Program

- Organization
  - Fetal and Infant Mortality Review Board (FIMR)
  - Community Action Team (CAT)
- CAT Functions
  - “May I have your business card?”
  - Advocacy
  - Awareness

# Disclaimer

The opinions expressed in the following slides are my own and not necessarily those of Montgomery County, Maryland or even my two co-presenters.

# Collaborations Critical Elements

## Lessons from the CAT

- Key members
- Goals and performance measures
- Leadership

# Current CAT Membership

- County Government: Public Health, Behavioral, Child Welfare, African American Health Program, Commissions on Health and Women, Community Action Agency
- County Schools
- NGO: Advocates for Children and Youth
- Hospitals: Shady Grove, Holly Cross, Mont Gen
- Health plans: Johns Hopkins, Kaiser
- WIC

# Key Members

## Private sector

- Benefits to the employer
  - Direct costs
  - Productivity
  - Public service
- Infant mortality reduction
  - Conduit for communications
  - Political clout
  - Focus on results

# Key Members

## Religious organizations

- Conduit for communications
- Source for volunteers
- Authority of the pulpit

# Goals and Performance Measures

- Goal(s)
  - Point of reference to guide actions and decisions
  - Mechanism to gauge effectiveness
  - Fosters accountability
- Performance measures
  - Inputs
  - Outputs
  - Outcomes reflect the concerns of stakeholders

# Leadership

- Infant mortality collaborations (county)
  - Improved Pregnancy Outcomes Program
  - Commission on Health
  - Commission for Women
  - Collaboration Council for Children, Youth and Families
  - Infant Mortality Coalition
  - Minority Infant Mortality Reduction Coalition

# Leadership

- Collaboration is necessary but not sufficient
- Leadership
  - Collaboration model
    - Outreach
    - Action
  - Collaboration make-up
    - Organization
    - Individuals
  - Outcomes driven

# Workshop

- Collaborations participated
- Outcomes achieved
- Success factors
- Challenges overcome and to be overcome