

## **Project Title**

Quantitative Assessment of Partnership Development in the Communities of Care

## **Project Lead and Members**

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## **Organisation(s) Involved**

Agency for Integrated Care

## **Healthcare Family Group(s) Involved in this Project**

Healthcare Administration

## **Applicable Specialty or Discipline**

Community Care

## **Project Period**

Start date: 2021

Completed date: 2023

## **Aim(s)**

This study describes the application of a novel tool to measure the strength of partnership in these CoCs.

## **Background**

See poster appended/ below

## **Methods**

See poster appended/ below

## **Results**

See poster appended/ below

## **Conclusion**

See poster appended/ below

## **Project Category**

Care Continuum

Intermediate and Long Term Care & Community Care, Social Care

Care & Process Redesign

Value Based Care, Utilisation

## **Keywords**

Communities of Care (CoC)

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# Quantitative Assessment of Partnership Development in the Communities of Care

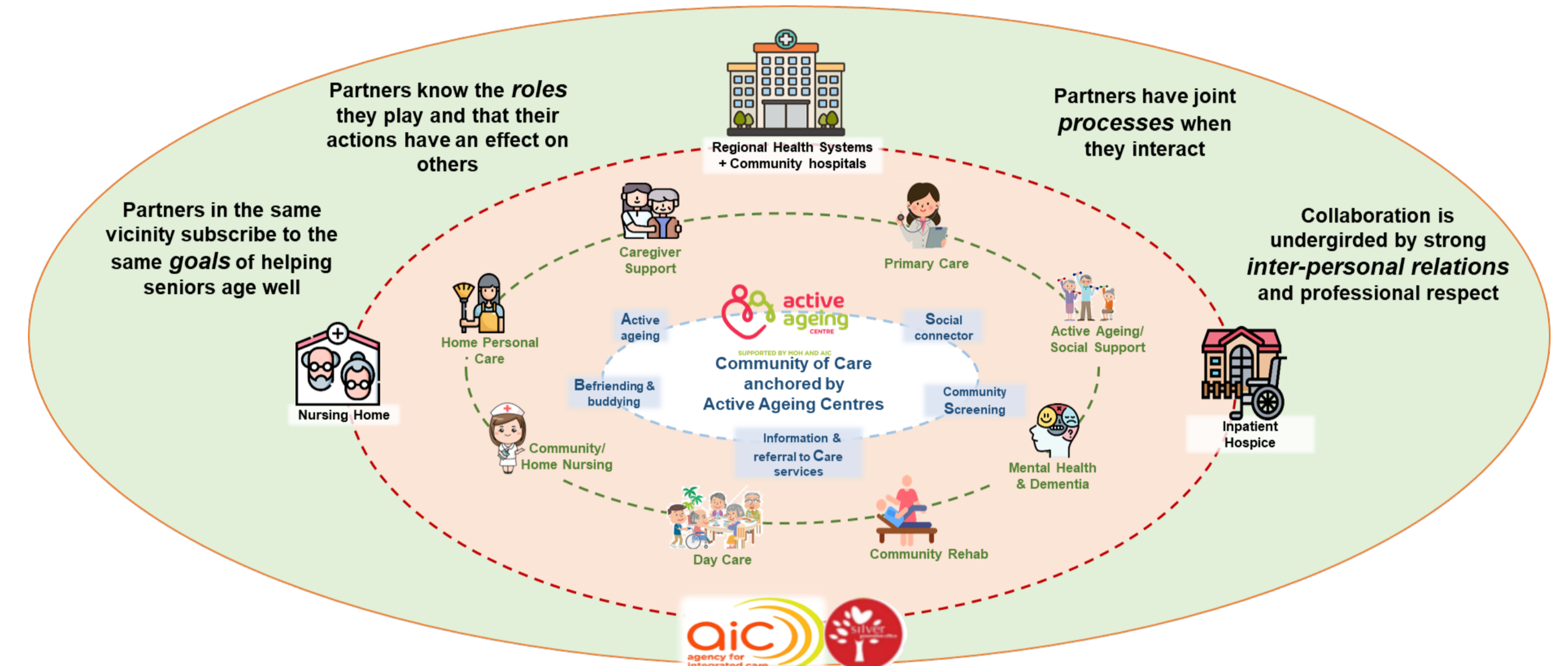
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## INTRODUCTION

As Singapore moves towards “super-aged” status, there was an impetus to redesign service delivery for seniors. While our eldercare landscape had matured, care remained fragmented and uncoordinated.

The Communities of Care (CoC) model – a strong collaborative network of partners with aligned goals; guided by common processes and protocols that clearly articulated the different roles and rules of engagement; undergirded by strong interpersonal relationships and professional respect – was developed in 2019. This study describes the application of a novel tool to measure the strength of partnership in these CoCs.



## METHODOLOGIES

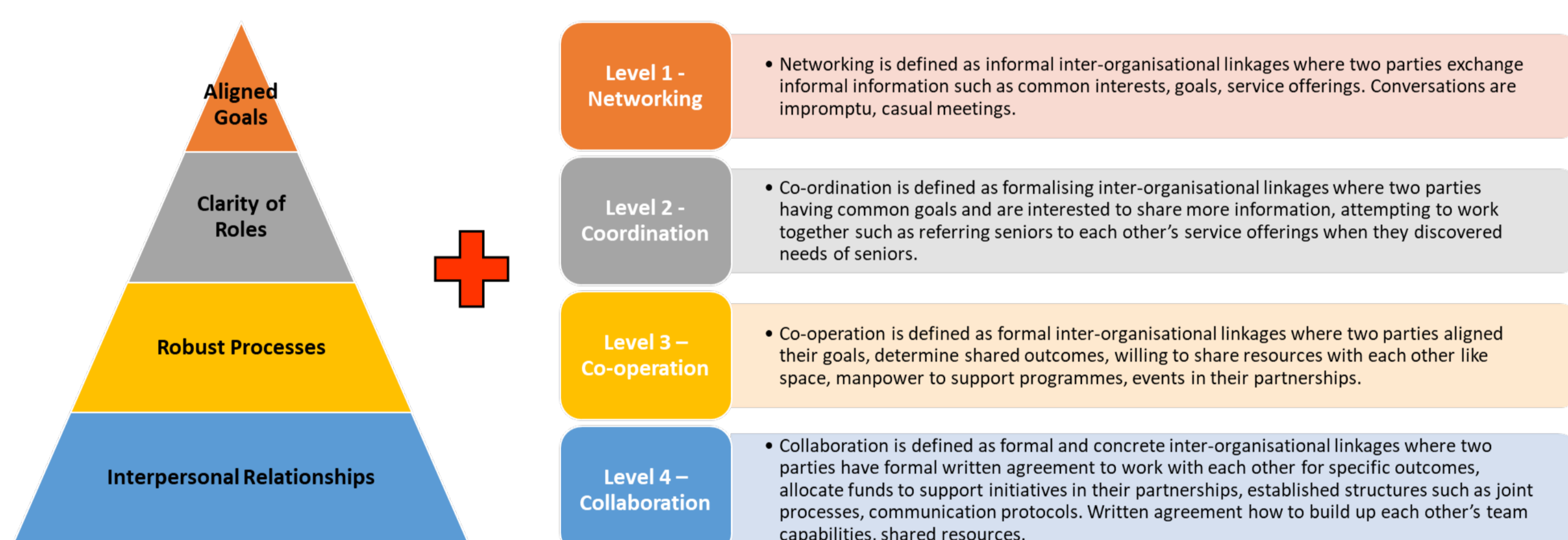
13 Active Ageing Centres (AACs) piloted the CoC concept to engage and form partnerships with other providers to build a network anchored on joint processes to support seniors.

A framework was developed to measure strength of partnership formed, from Networking (Level 1) to deep Collaboration (Level 4), by combining

1 GRPI (Goals-Roles-Processes-Interpersonal relationships) model of team effectiveness



2 Contextualized Collaborative Advantage model



*"Collaborative advantage will be achieved when something unusually creative is produced - perhaps an objective is met - that no organization could have produced on its own and when each organization, through the collaboration, is able to achieve its own objectives better than it could alone. In some cases, it should also be possible to achieve some higher-level . . . objectives for society as a whole rather than just for the participating organizations."*

Figure 1: AIC developed a framework that combines GRPI model with a contextualized Collaboration Advantage Framework to measure the strength of the collaborative partnerships formed under CoC

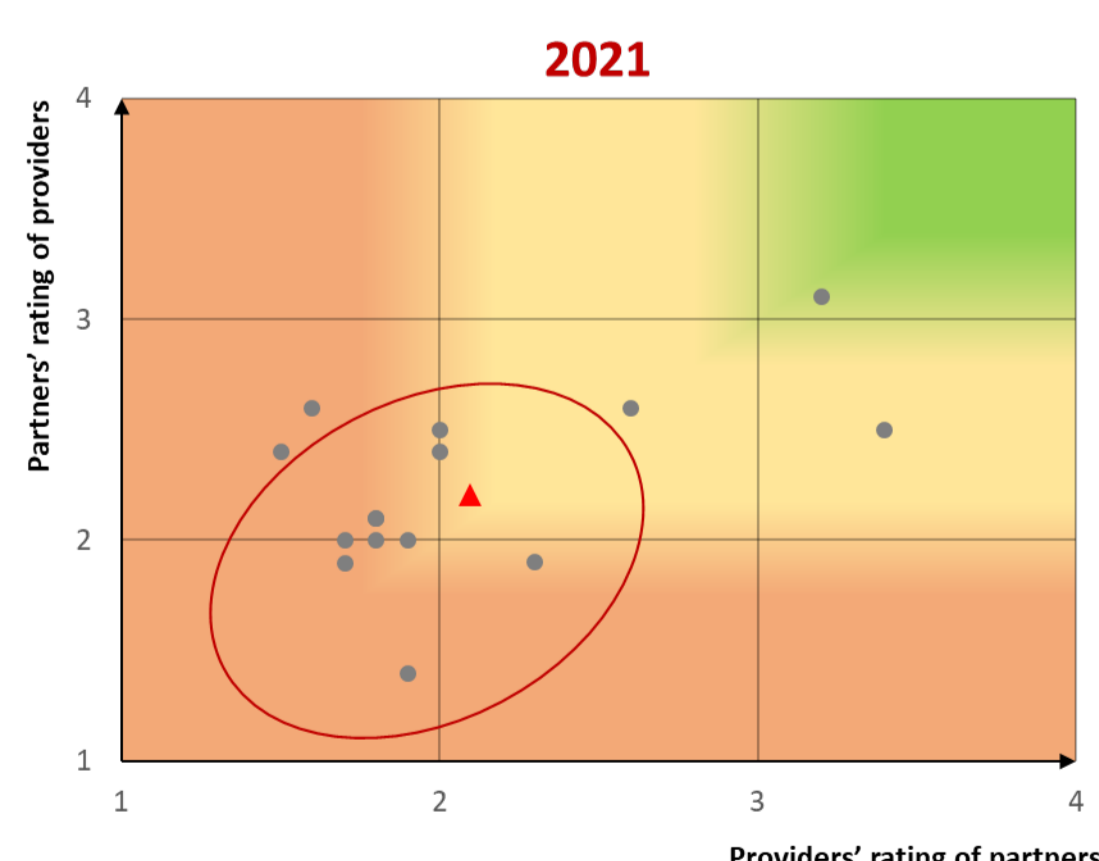
	Level 1 (Networking)	Level 2 (Coordination)	Level 3 (Cooperation)	Level 4 (Collaboration)
i. Shared Goal	We have a common interest to serve the seniors in our community	We have agreed on the goals and shared outcomes for serving the seniors in our community	We have developed and agreed on an action plan to achieve shared outcomes	We are working together to implement our action plan and are jointly responsible to achieve the shared outcomes
ii. Level of information Sharing	We have shared our organization's mission, vision and programme offerings with each other	We share seniors' profile for the purpose of ad hoc referrals	We have a data sharing agreement to facilitate our collaboration and co-management of seniors	We have a platform (e.g. IT system) to enable sharing of clients' information
iii. Processes and Clarity of Roles	We have yet to discuss on joint processes and clarity of roles	We have an informal process to refer and support our clients together	We have developed joint processes on how we collaborate to support the seniors	We have well developed and tested processes with clear roles and responsibilities on how we jointly support the seniors and keep each other updated on the seniors that we co-manage on a regular basis.
iv. Resource Sharing	We have yet to discuss or broach the issue of resource sharing (e.g. manpower support, sharing of equipment, space or even funding)	We support each other on an ad hoc basis (e.g. sending our staff to support each other's on-off programmes)	We support each other on a regular basis e.g. our staff will be cross-deployed to support a regular programme or initiative	We have established a resource sharing agreement for example, sharing of programme funding
v. Increasing capabilities	We have yet to share any learnings and experiences	We have informal sharing of experiences and learnings during meetings	We have an agreement (e.g. MOU) to support capabilities development for each other's staff	We have developed and implemented a capability development plan to build up capabilities for both our staff

Figure 2: AIC developed a series of questions to implement the survey, measuring the strength of the partnership for CoCs

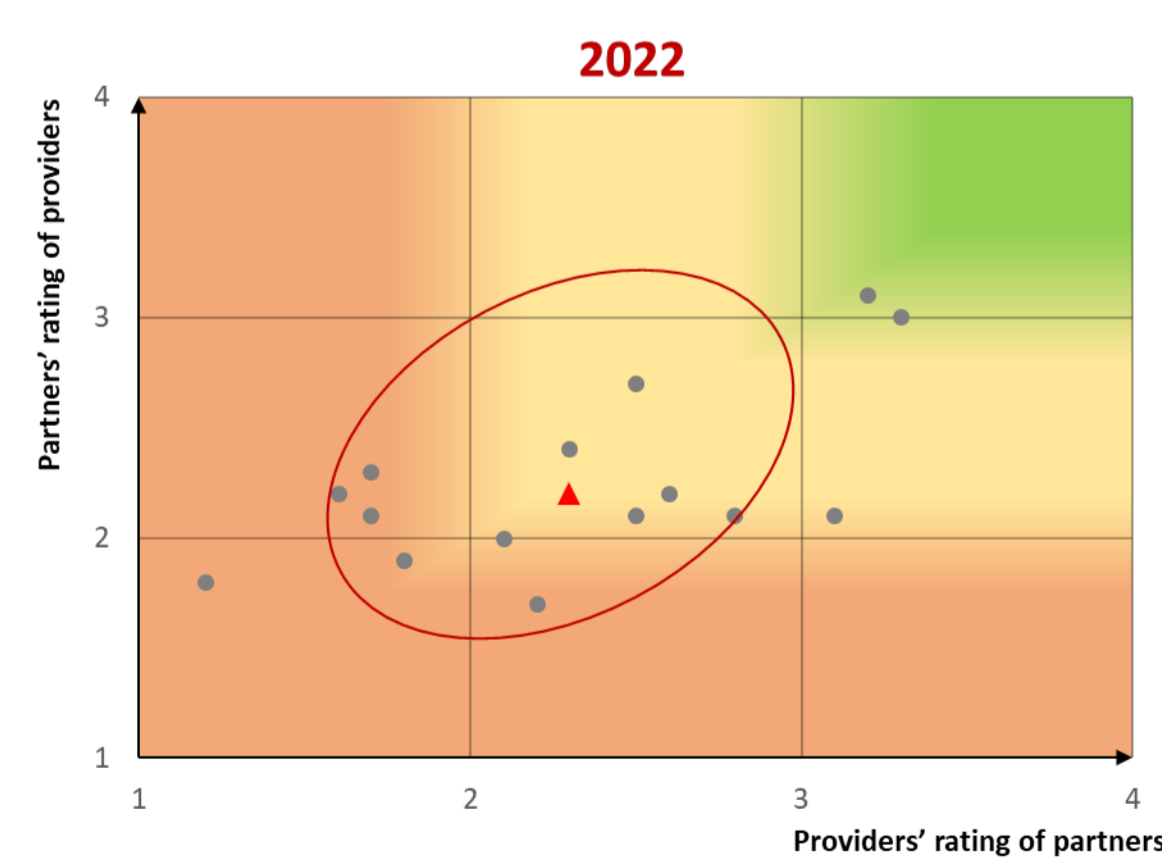
## RESULTS

Actual strength of partnerships among CoCs was assessed using a structured survey based on this novel framework from 2021 to 2023.

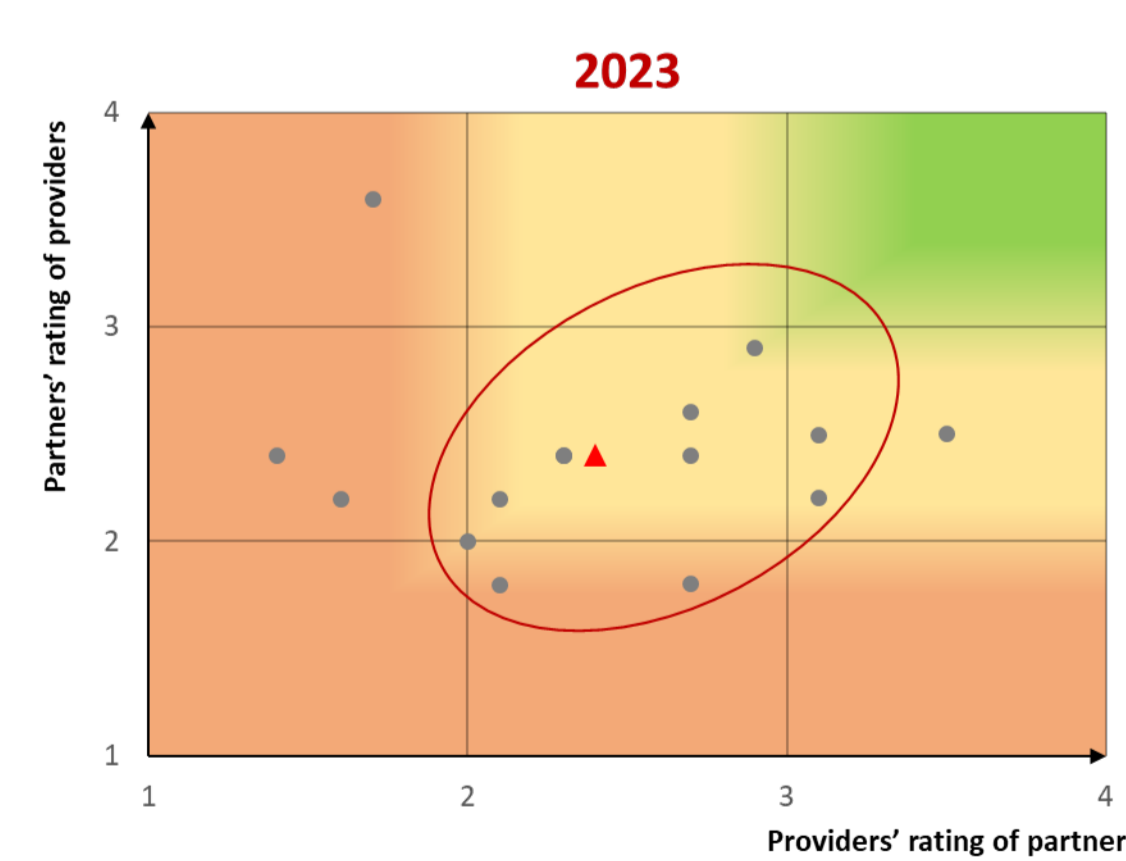
### Overall Partnerships



CoCs were functioning at Level 1 in Year 1



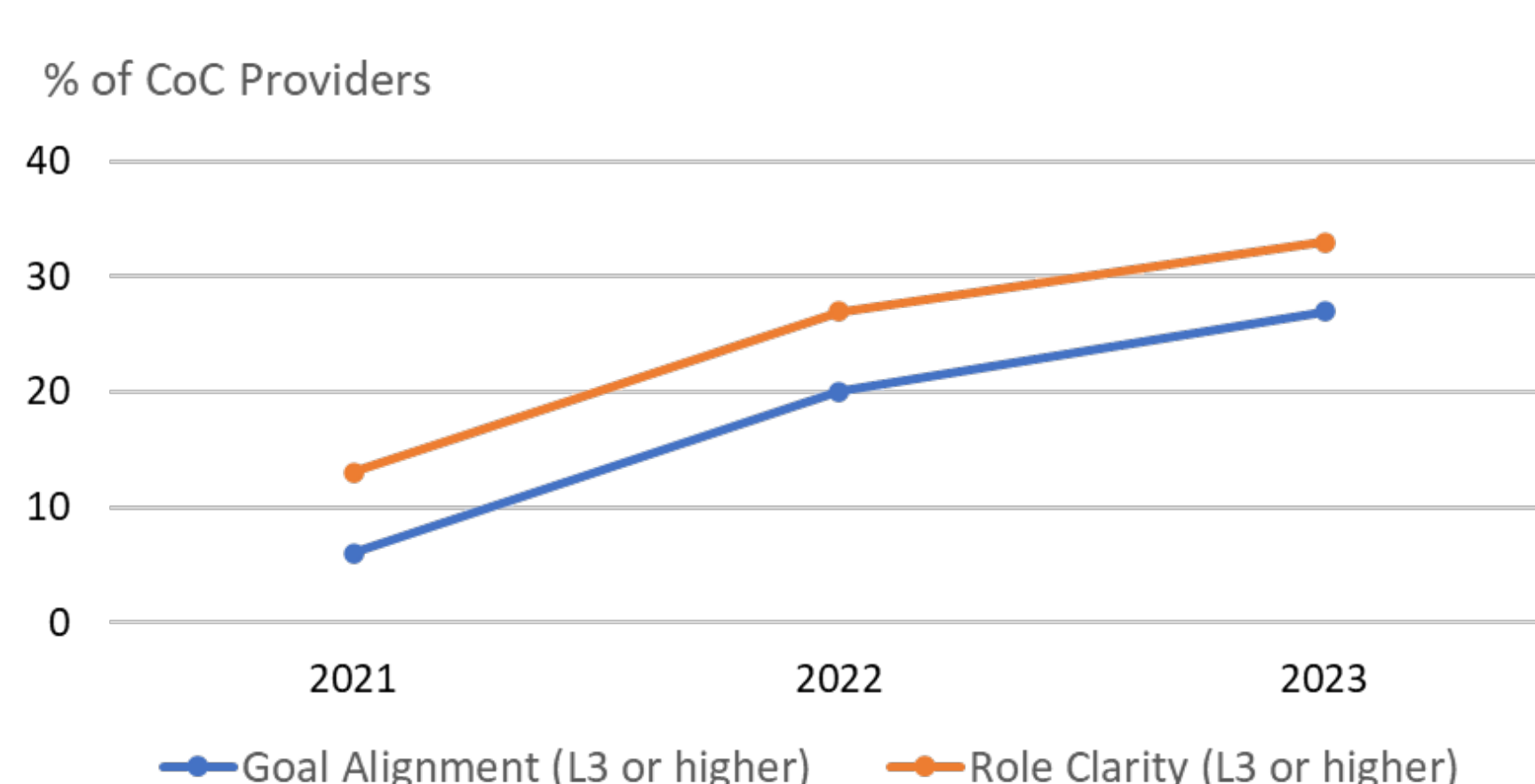
In Year 2, more CoCs were functioning at Level 2



In Year 3, most CoCs were functioning at Level 2

### Goal Alignment and Role Clarity

- Goal Alignment and Role Clarity have been improving
- More providers have achieved Level 3 or higher year on year.
- Partners were aligned on having clear goals and joint workflows, which was essential for different organisations, to serve their seniors effectively and seamlessly



### Data and Resource Sharing

Data and resource sharing remains a challenge for partnerships building.

## CONCLUSION

CoC is a promising concept and providers felt the tool provided a good gauge of the strength of their collaboration.

CoC and the tool will be extended to more AAC sites. CoC demonstrates that fostering networks and collaborations requires concerted and intentional effort.

Evaluating partnerships between organisations can be challenging as the benefits and results are intangible and there are not many proven tools to measure such partnerships.

The framework can be deployed to other settings needing to measure strength of collaboration between organisations.