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JOHNS HOPKINS  
BLOOMBERG  
SCHOOL *of* PUBLIC HEALTH

## Section B

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Lessons Learned

## Mobilizing out of a Crisis

- A crisis can be a time to begin sustained change
- Following the 1968 riots after the assassination of Martin Luther King, Jr., both sides took advantage of the situation
- The East Baltimore Community Corporation met health and housing needs but helped advance political careers

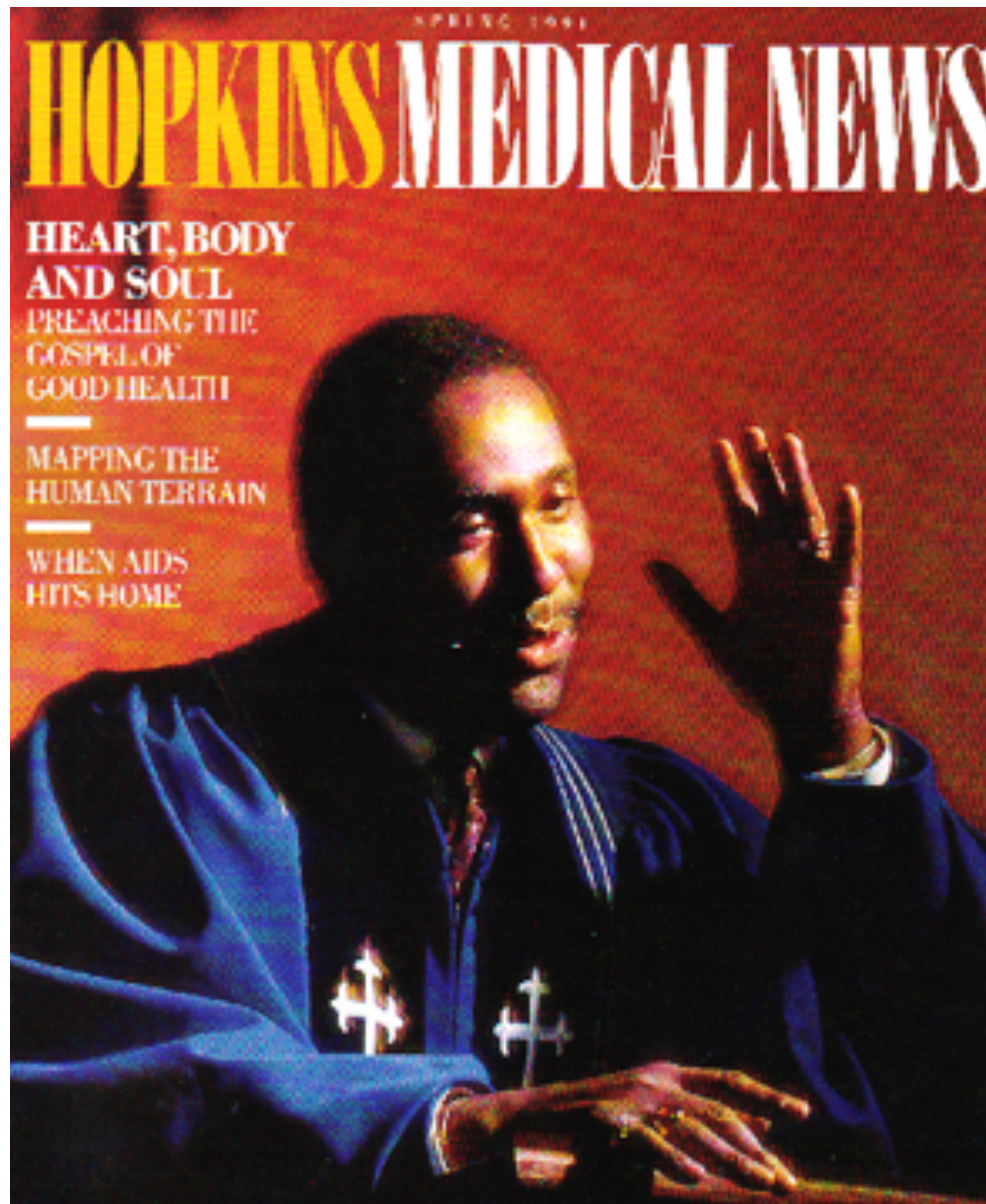
# Taking Advantage of Opportunities

- Donors were interested in stimulating partnerships with churches as social institutions in touch with the people
- Appreciate the perspectives of all partners
- Build on each other's capacities and strengths

# Mutual Interests

- Communities, especially churches, were interested in:
  - Resources (money) coming to the community
  - Relationships which provide “access” to key leaders
  - Action to deal with the problems
- Academics’ and donors’ interests lie in scholarship and generating new knowledge
- Both parties want rewards and recognition

# Hopkins Magazine on Community Health Issues



# Benefits of Trusted Relationships

- The leaders on both sides acquire political power in their respective systems
- The relationships built among faculty are similar to the trust and friendships formed between community members
- Both may result in career advancement

# Balance the Interests of Many Groups

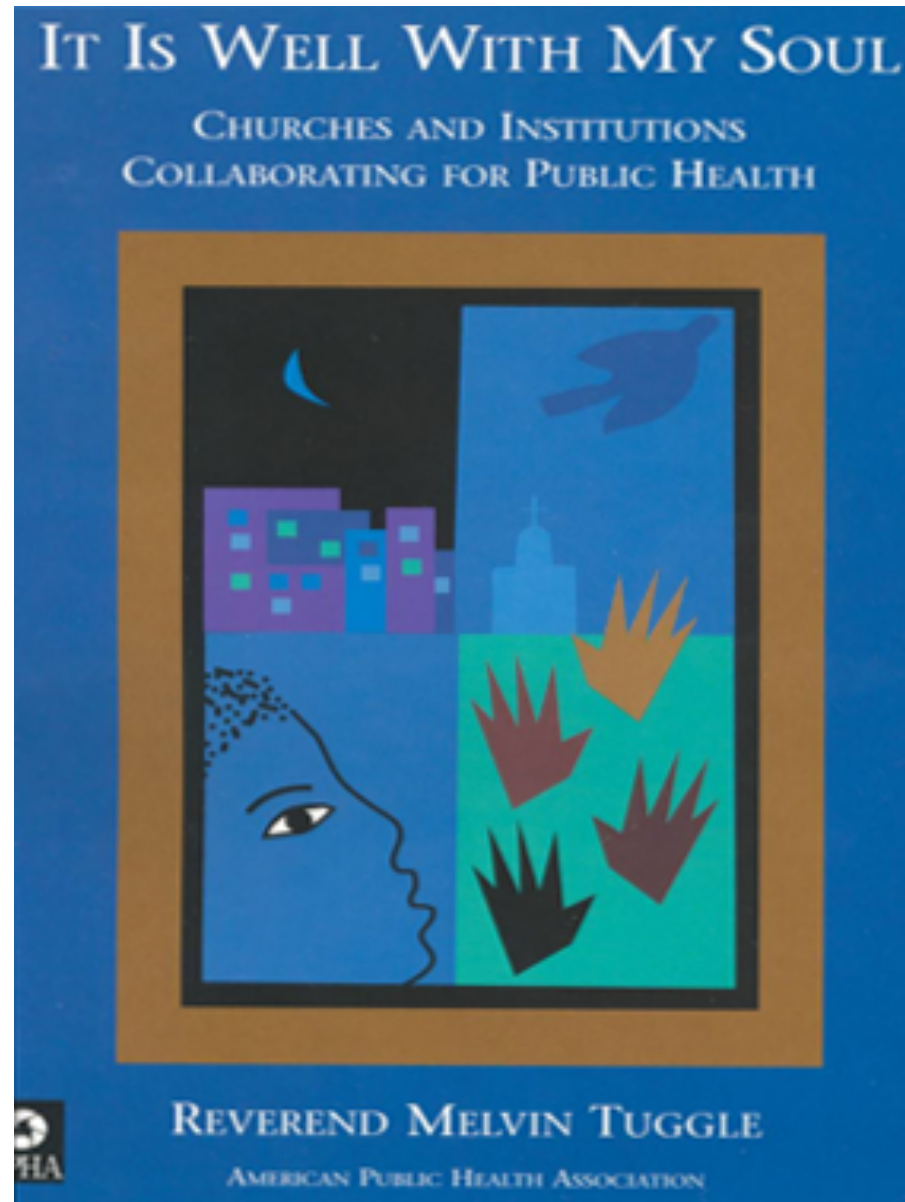
- Can you be all-encompassing in the partnership?
- No community is homogeneous
  - Academics need to be conscious of the competing interests in the community
  - Community leaders need to understand the career advancement needs of faculty
- Competitiveness is both a blessing and a curse
  - Groups are fending for money and/or access
  - Can stimulate extra effort
  - Divisions may need to be honored and reflected in how the program is run
- This may require there to be multiple community projects run by different faculty, but coordinated



# Rewards of Partnership

- Faculty need to have scholarly publications
- Community members should be listed as co-authors
- In creating and disseminating information, there needs to be appropriate attribution of partner contributions
- Results of research needs to be translated and communicated appropriately to the public

# Collaboration as Partners



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# Sustaining Partnerships

- Sustaining partnerships is difficult and dirty
- Needs strong leaders and champions
- Trust is essential to sustained partnerships
- Must be able to tell the other partner when things are not going well
- Conflict resolution is an essential skill
- “Keep our eye on the prize”—a common goal
- Lay aside ego and personal interests in power

# Funding Partnerships

- Fiscal resources are essential to sustaining partnerships
- Communities expect academics to provide the funding
- However, funding is not constant
- Partnerships can become “dormant”

# The “Heart-Work” in Partnerships

- Persistence is a key characteristic of successful partnerships
- It does not always take the same individuals
- A really successful partnership figures out how to nurture new leadership for new projects
- Academicians need to mentor new faculty and expand the infrastructure

## Partners: Community and Hopkins

- Younger generation respectful of prior leadership, but they also want to create a new dynamic to reflect new attitudes and circumstances
- Important to incorporate as many faculty as possible
- Infrastructure and support are essential

# Bringing in the Next Generation

- It is difficult for faculty to get away from their desks to go out and work in the community
- Students need to be engaged in the importance of this community work, at least for some of their career



# Active Listening Is an Essential Skill

- Communication involves both talking and listening
- Community health advocates for the East Baltimore Medical Center were trained for in-home care
- However, the leadership of the corporation did not understand the role they were being trained to do
- The medical director they selected did not have a vision for working outside the clinic walls
- Frequently the future challenges are not anticipated by the leadership