

Centers of Today – Investing in Tomorrow
Statewide Senior Center Forum
Monday, November 14, 2011

Workshop Notes
Leveraging Strength through New Models of Collaboration
Concourse 2
11:00 am – 12:30 pm

Presenters:

Kate Wilber, Ph.D., University of southern California Mary Pickford Foundation Professor of Gerontology and Professor of Health Service Administration.

Donna Yee, Ph.D., Chief Executive Officer, Asian Community Center of the Sacramento Valley.

Randy Pesqueira, Executive Director, Senior Services, City of Huntington Beach and recent National Institute of Senior Centers (NISC) Delegate from California

Moderator: **Barbara Linski**, Executive Director, Assistance League' Hollywood Senior Multipurpose Center

Limited resources, staffing reductions and space constraints are forcing centers to look again at partnerships that expand centers beyond their traditional roles and deliver services to multiple generations of older Californians. This session will discuss how to take collaborations to new levels, how to seek unlikely allies for successful outcomes and how to “up” the stakes for real “win-win” situations

Kate Wilber, Ph.D.

Presentation Outline

- What is Collaboration?
- Why Collaborate?
- Barriers
- Strategies
- Example

Vertical Relationships

- Definition: Working across different sectors or levels of care.
- Example: Senior centers working with health care providers.

Horizontal Relationships

- Definition: Similar services working together.
- Example: ADHC Rally.

Why collaborate?

- Limits in resources
- Improve capacity

- Synergy
- Influence decisions
- Build good will
- Policy incentives
- Empowers and expands offering
- Reduce risk of going alone in new areas
- Power is being centralized so Partner or Perish?

Barriers

- Different silos
- Different mission, priorities and philosophies
- Misunderstanding and communication
- Give up autonomy
- Turf, trust and sharing issues
- Risk of getting your pocket picked

Types of Collaboration

- Partnerships
- Subsidiary
- Coalition
- Tenant
- Multi disciplinary team (MDT)

Good Collaboration Begins with Planning

- Understand core competencies
- Trade offs
- Requires planning and ongoing nurturing
- Involvement by stakeholders and participants

Make Collaboration a Win-Win

- Planning
- Time and resources and funds required to invest
- Build accountability
- Identify and clarify roles. Who is in charge? Implicit and explicit structure
- Share credit

Gardner's Stages of Collaboration

- Getting to know you
- Initiated by a joint project often supported by grant funding
- Sustainability
- Broader system change

EXAMPLE: A modest Proposal: The Care Advocate Program

- Collaboration between Managed Care Health Care Provider and Senior Service provider
- Benefits included reduced costs, improved satisfaction and improved outcomes
- Lessons Learned/Reinforce that partners spoke very different languages and it was important to identify those differences to communicate properly. Planning was essential to build trust and learn to work together. Ongoing problem solving was required. Change is incremental and interactive.

EXAMPLE: Addressing Abuse through the Los Angeles County Elder Abuse Forensic Center

- Collaboration between several agencies to discuss elder abuse cases to improve outcomes. Agencies include the District Attorney's office, victim advocates, coroner, City Attorney, LASD, LAPD, APS, DMH geriatric, civil attorney, public guardian, etc.
- Learn barriers, acronyms, priorities, goals of organizations involved to make collaboration work.
- Pre planning is a very important step to make the collaboration work.

Donna Yee

Asian Community Center located in Sacramento, CA

- Cross cultural and age cohorts
- Asian Pacific Islander demographic
- Multigenerational
- Japanese and Chinese American cultures
- Many elders in the communities have life experience that involves 1950's mentality of war, genocide and no interracial mixing.

Collaboration

- Inviting people to try out something
- Types of collaborations include with volunteers, donors and supporters

Planning

- There is a lot of "getting to know you;" long-term courting period.

Strengths

- Compact between generations
- Relying internally for caregivers

EXAMPLE: Lifelong Learning and Wellness Program

- Bringing clusters of people together to share across groups, allowing for more effective group engagement
- Mandarin, Cantonese, Japanese, Caucasian and African American group engagement
- We underestimated the power of elders and need to give them voice.

- Elders and youth have different ways of collaboration of sense of community. Youth wear shirts with slogans and rally while elders are more subtle.

The Consumers, customers and participants give back with sweat equity

- Volunteering
- Feedback
- Suggestions for needed programs and services and initiation of needed programs and services.

In Summary

- Collaboration is less of an arms length deal and more of a put your arm around someone's shoulder and walk down the path together.
- Ask people what their needs are and provide services and programs to meet those needs.

Randy Pesqueira

City-run Senior Center

- Suburban area
- Multipurpose Senior Center
- Services include meals, transportation, case management, etc.

What is your senior center doing?

- Direct service
- Leisure
- Recreation

Who decides what the services at the center are?

- Council
- Commission
- Board of Directors

Huntington Beach Council on Aging (non-profit) collaborated with Recreation Services/Case Management

- The Council was formed in the 70's.
- It is a non-profit which is a very important player in creating an effective collaboration.
- The collaboration brought together recreation and senior center.
- Recognized by City Council as representing the seniors of the City but not under control of City Council.
- The non-profit creates the power in the community to plug in programs and services for the community.
- The vision of the non-profit works in concert with the senior center vision.
- The mission is advocacy in concert with senior center mission.

- The non-profit directly donates to city for care manager.
- Has provided rescue alert buttons that have saved lives.
- Hosts the large “Senior Center Saturday Festival” in September 2011.
- Provided computers for computer lab.
- Provide programs for active aging.
- Provide dances, movies, leisure activities.
- The senior center is the center of collaboration of other organizations like Assistance League, Kiwanis, etc.
- Assistance League has provided grocery cards and the senior center identifies the needy seniors.

Collaboration to Respond to At Risk Seniors in Case of a Disaster

- Collaborating organizations include the City, Fire Department, Community Emergency Response Team (CERT), Amateur Radio Group, Red Cross and care managers.
- Senior Center care managers identify at risk seniors.
- Red Cross will provide shelters.
- Amateur Radio Group will provide communication devices.
- Tasks and responsibilities have been outlined so collaboration will work to check on all at risk seniors in case of a disaster.

Collaboration with Chamber of Commerce

- Networking
- Leadership training
- Meetings
- Connection with business community

Collaboration with Conversationalist

- High school students working with seniors
- Growing and transplanting plants

Collaboration with Libraries

- Libraries are recognized as having wealth of information.
- Natural way to provide information because community values library.

Questions

Question for Randy Pesqueira

What is the nature of the collaboration with the library?

- Answer: We host the library meetings at the Senior Center. Exchange volunteers with the volunteer coordinator at the library.

Question for Randy Pesqueira

Has your HIV/AIDs work experience been integrated in your current work?

- Answer: It has not come up, neither is it opposed.

Question for Kate Wilber

The environment for funding is changing. How do we transition with funding?

- Answer: We need to become invaluable and become embedded. Show who would be harmed if you lost funding. How do you sustain those innovations? Demonstrate how many organizations are impacted. Toot your own horn.
- Answer by Barbra Linski: Family Care Partnerships of Hollywood worked with center to identify use for facilities that became empty because of collapse of ADHC. They submitted several proposals but weren't funded. Out of this collaboration began an eight-week phone conference series on topics of interest to caregivers.
- Answer by Terry Englehart: Our organization provides statewide free services via teleconference. You provide the outreach to gather participants; the non-profit will provide the teleconference capabilities and hosts for the teleconference.

Question for Randy Pesqueira

What are the mechanics between local government and non-profit?

- Answer: When the City takes away from senior center the non-profit has supported with funding. The Senior Center works to raise funds for the non-profit and seeks grants on behalf of the non-profit. There is an existing memorandum of understanding and is constantly changed. They also contribute match for transportation grants.

Question for Randy Pesqueira

Is the non-profit agency a funding source or do they provide the programs and services?

- Answer: Just funding. The municipality provides the programs. The non-profit funding is exclusively for the senior center programs and services.

Question for Donna Yee

Is there a private-public partnership for Asian Community Center similar to the collaboration with the chamber of commerce mentioned by Randy Pesqueira?

- The seniors we serve are the ones who lead us to small businesses. We ask how to get something done and community residents provide business model ideas and suggestions. We think of participants as just clients BUT they are immense resources. We are not as entrepreneurial as we could be in collaborations.