



Fostering Collaboration: A Grant Opportunity

Released January 2017

Colorado Springs Health Foundation makes grants to target immediate health care needs and encourage healthy living in El Paso and Teller Counties, Colorado.

We have a strong interest in how collaborative models may help address our community's complex health challenges. In fact, the Foundation believes that organizational collaboration holds unique promise for driving innovation and making significant impact on community health.

Collaborative efforts exist on a continuum and take different forms (please see below for more detail on organizational collaboration frameworks). As such, the term "collaboration" may have different meanings depending on the situation or context.

For our purposes, collaboration means: *Multiple organizations, perspectives and disciplines working together in pursuit of a common goal.*

Rebecca Woodland, PhD describes "shared purpose" as the essential condition of collaboration, and states that collaboration arises when "entities come together for a reason – to achieve a vision, to do something that could not otherwise be accomplished as independent actors working alone." We also recognize that collaboration isn't always necessary, appropriate or efficient depending on the goal.

This funding opportunity is designed to support existing collaborative efforts whose shared purpose aligns with one of CSHF's funding focus areas:

- Expand access to health care for those in greatest need
- Address the workforce shortage of primary care or psychiatric providers
- Prevent suicide
- Develop or expand school-based healthy eating and/or active living efforts for children and families

The Foundation prefers to support existing, time- and results-tested collaborative efforts. We prefer to support collaborative efforts that are more (versus less) integrated (see below for the organizational integration frameworks). Why? Collaboration takes time. Collaboration is hard work. Collaborative efforts often require years of trust-building, resource-sharing and learning before they realize their full potential.

To learn more about organizational collaboration success factors, Roberts et al (Sept. 2016) provides a nice literature summary (see below for specific citation).

Who is eligible to apply?

- Existing collaborative groups that aim to make a difference in one of CSHF's funding focus areas and whose collaborative work serves El Paso and/or Teller Counties, Colorado.
- The organization that submits the application on behalf of the collaboration and receives/administers the grant, if received, must be a 501(c)3 organization, a tax-supported institution like a school or a local/state government, or an organization operating under the fiscal agency of a 501(c)3 organization.

Applicants (**existing collaborative groups**) with the following attributes will be considered more competitive:

- The collaborative effort was established as a result of a common goal or shared purpose
- The collaboration involves and engages multiple (more than two) organizations, disciplines, perspectives and/or expertise to achieve its goals
- The collaborative effort is more (rather than less) integrated (see below for more information on levels of integration)
- The collaboration's focus, goals, plans are in tight alignment with Colorado Springs Health Foundation's mission and funding focus areas
- The collaboration has demonstrated experience and expertise related to the Foundation's funding focus area(s)
- The collaboration's members have clearly defined roles and commitments and a history of working together effectively
- The collaboration has adopted and implemented clear and strong governance principles and practices, e.g. clear leadership structure, member roles, goals, plans
- The collaboration has been established and working together for at least one year
- The collaboration has a solid history and track-record of making an impact, producing results
- The collaboration members contribute resources (in-kind or cash) to the proposed effort
- The collaboration seeks out and applies, whenever possible, evidence-based practices to address its common goal
- The collaboration proposes a project/effort that has high potential for positive impact on community health and could not be achieved by a single organization
- The collaboration is fully engaged in leading/implementing the proposed project.
- The collaboration has a plan for financial sustainability of the proposed project

Length of grant: One year

Deadline: There is no deadline for this opportunity. Applications will be accepted and reviewed on an ongoing basis.

The application may be accessed via [www.CSHF.net/grant seekers/](http://www.CSHF.net/grant_seekers/)

If you are interested in applying for these collaboration-focused funds, you are required to speak with Colorado Springs Health Foundation staff first about your collaboration and your request, otherwise your application will not be considered. Please call or email them: 719-985-8989 (general office) or info@cshf.net.

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More information on Organizational Collaboration:

The term “collaboration” often means different things to different people. Those who study organizational collaboration often think about it as taking multiple forms that can be arrayed along a continuum. For example, Bailey and Koney (2000) describe organizational co-working in terms of levels of integration:

	(low) ← Levels of Integration → (high)			
<i>Level of Integration</i>	Cooperation	Coordination	Collaboration	Coadunation
<i>Purpose</i>	Shared information & mutual support	Common tasks & compatible goals	Integrated strategies & collective purpose	Unified structure & combined cultures

Woodland & Hutton (2012) describe it similarly:

	(low) ← Organizational Integration Rubric → (high)				
<i>Level of Integration</i>	Independent (none)	Network	Cooperating	Partnering	Unifying
<i>Purpose</i>	None	Web of communication Identify and create a base of support To explore interests	Work together to ensure tasks are done Leverage or raise money	Share resources to address common issues Organizations remain autonomous but support something new To reach mutual goals together	Extract money from existing organizations and merge resources to create something new Commitment for a long time to achieve short- and long-term outcomes

Resources:

The work/research of Rebecca Woodland, PhD, University of Massachusetts, Amherst.

Roberts, Van Wyk, and Dhanpat, “Exploring Practices For Effective Collaboration,” a conference paper presented at the 28th Annual Conference of the Southern African Institute of Management Scientists (Sept. 2016), found at:

https://www.researchgate.net/publication/307638839_EXPLORING_PRACTICES_FOR_EFFECTIVE_COLLABORATION

