

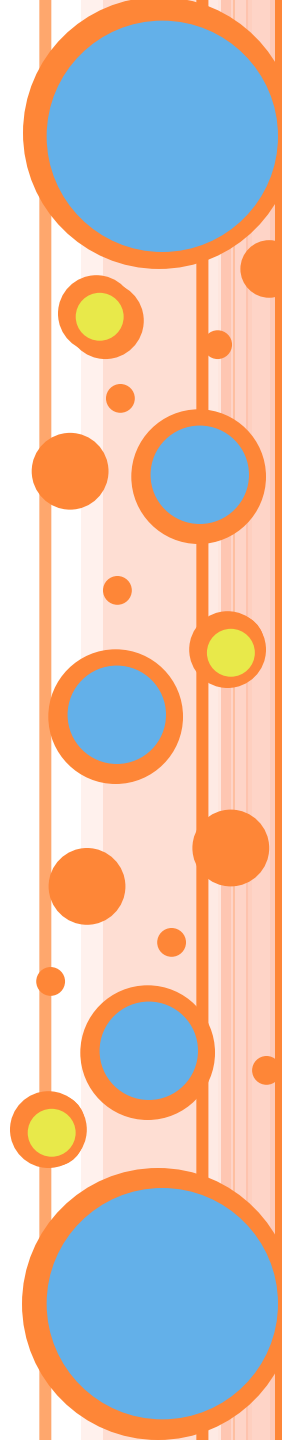
Optimizing Administrative Effectiveness: Understanding Why We Do What We Do

Sherri De Jesús, MHA, Associate Director
of Research Planning and Development
UPR/MDACC Partnership for Excellence
In Cancer Medicine

Department of Health Disparities Research
The University of Texas MD Anderson Cancer Center

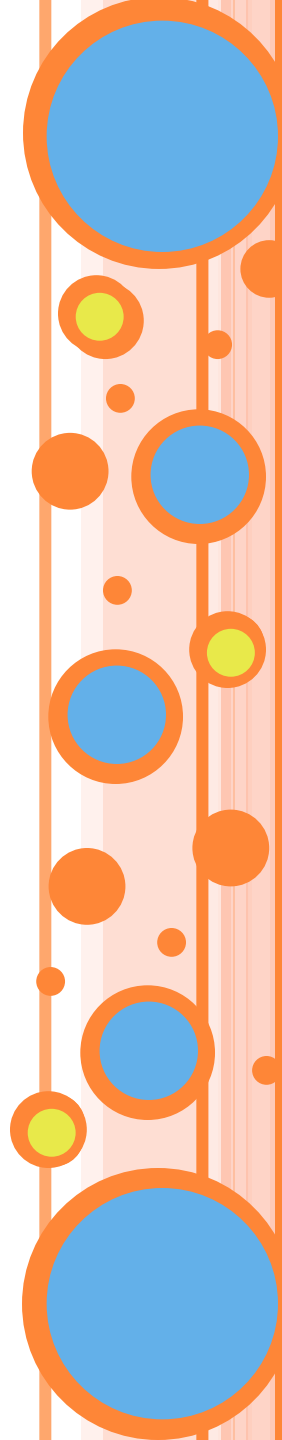
The PACHE Partnership Model

- Who?
 - Institutions serving communities with disproportionately high cancer health disparities
 - NCI-designated Cancer Centers
- To Do What?
 - Address insufficient training opportunities for physicians, scientists, and physician-scientists in underserved communities engaged in cancer research
 - Increase the level of involvement of leading cancer research and healthcare institutions



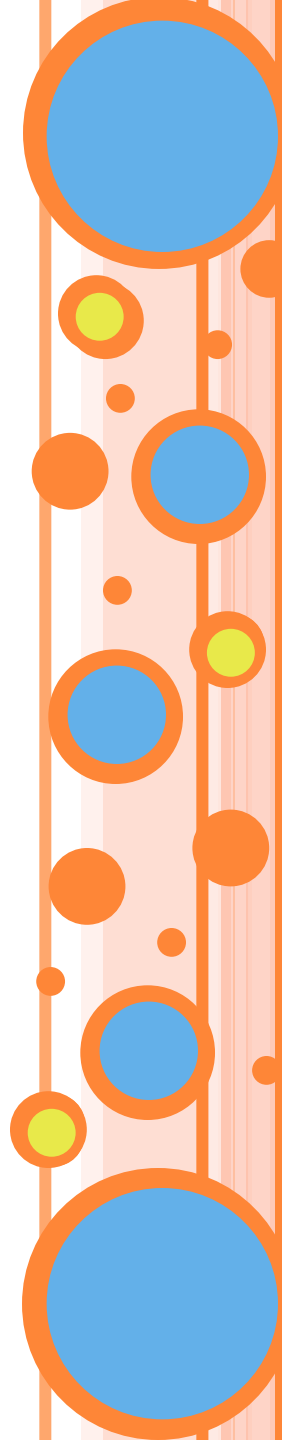
Understanding the “Why”...Rationale for Partnerships (continued)

- Partnerships work together to ensure initiatives target audiences, leverage existing resources and are:
 - creative and appealing
 - coherent and organized
 - integrated and sustainable
- Partnerships can be highly effective and sustainable when initiatives, projects, and programs are designed, developed, and managed in a systematic way.



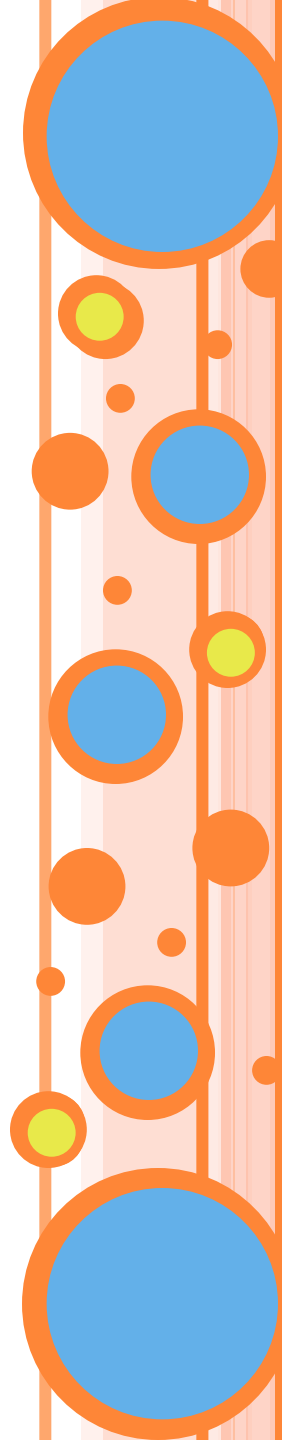
Understanding the “Why”...Rationale for Partnerships

- Individually, organizational achievement is limited.
- Silo efforts tend to develop initiatives in isolation, compete with others, duplicate effort, and waste valuable resources.



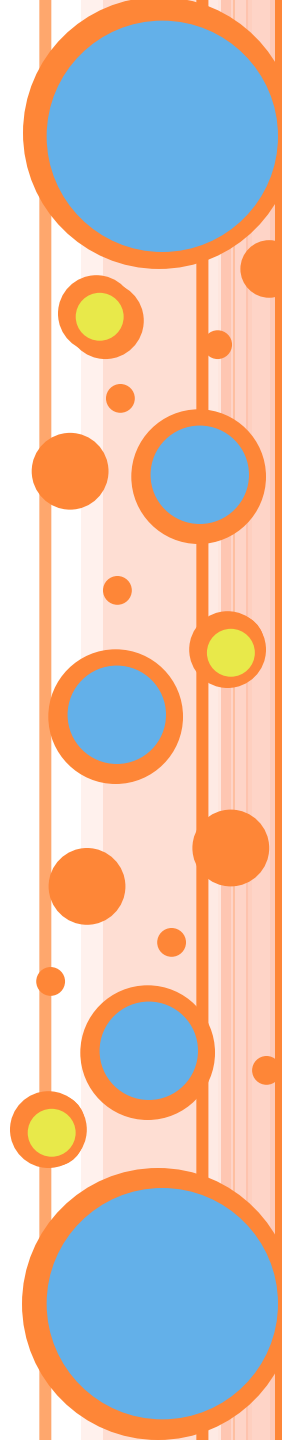
Common Benefits for Partners

- Professional development of key personnel
- Training and education programs
- Wider access to data and patient populations
- Networking and mentoring opportunities
- Greater 'reach' for initiatives
- Improved operational efficiency
- More appropriate and effective services
- Greater innovation
- Enhanced credibility
- Increased access to resources



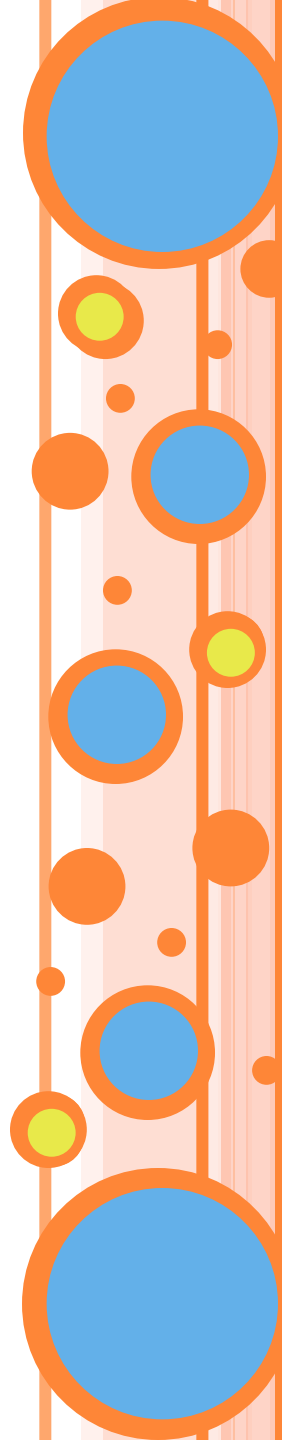
Administrative Staff Roles...More Hats, Anyone?

- Champion
- Promoter
- Manager
- Subject Matter Expert
- IT Analyst
- Problem-Solver
- Intermediary
- Mentor
- Facilitator
- Planner
- Coordinator
- Assistant



Is anyone more connected?

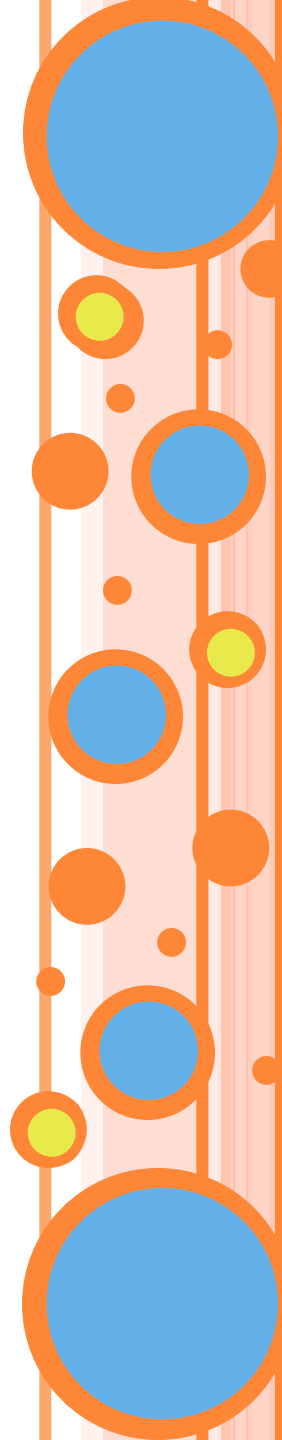
- Relationships (PIs, investigators, trainees)
- Projects, programs, and cores
- Resources
- Federal and institutional rules and regulations



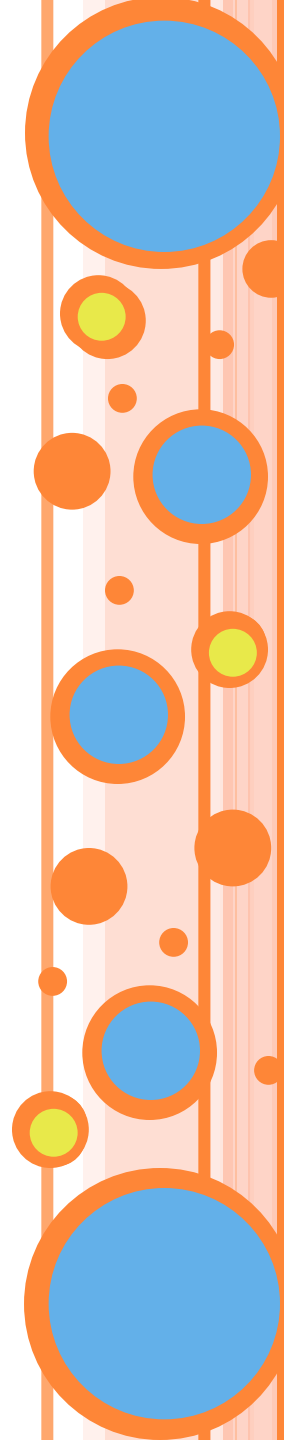
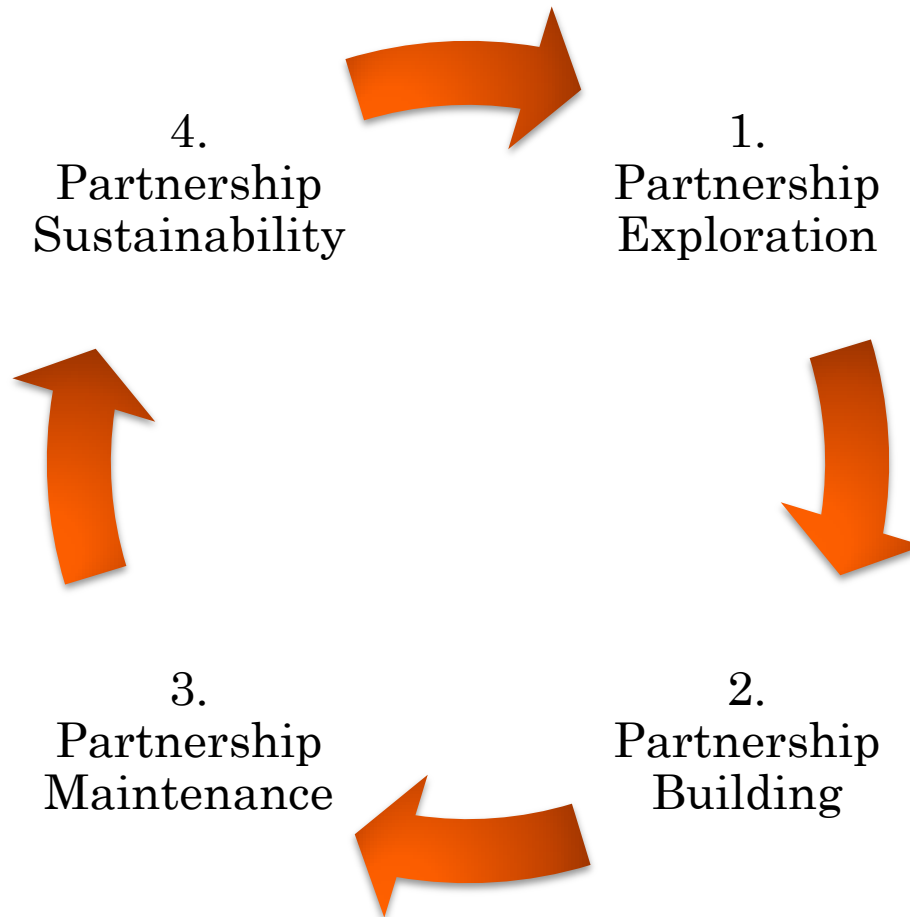
Thinking Beyond Day-to-Day Administration

As Partnership administrators, how do we facilitate successful outcomes for initiatives, projects, and programs?

- Transactional → Transformational → Translational
- Think in terms of outcomes and impact
 - individual initiatives + the big picture
- Stock materials and templates
- Reach out to other partnership administrators
 - Share ideas, strategies, and resources

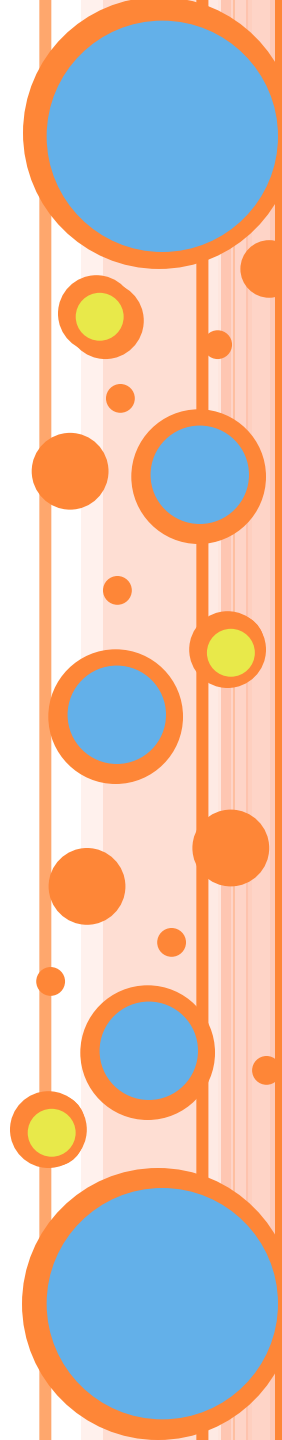


Partnership Lifecycle



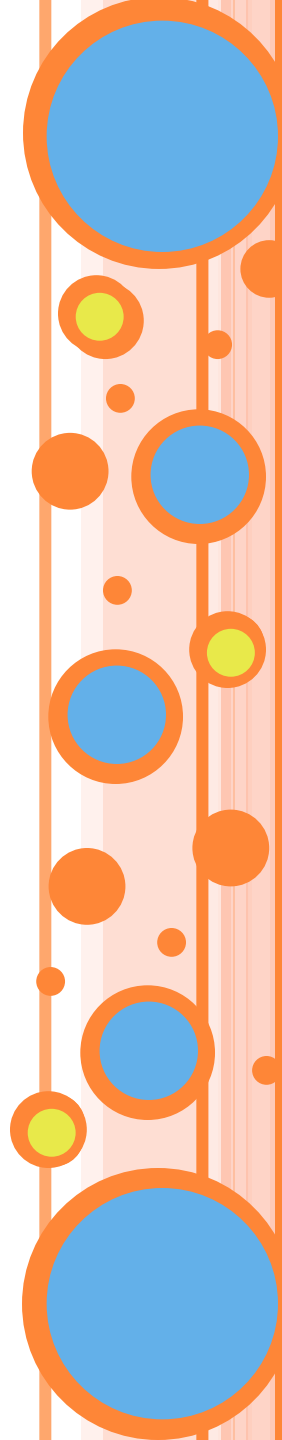
Partnership Exploration

1. Scope – Understand and gather information about an issue/problem
2. Identify – Stakeholders, partners, and recipients
3. Define – Establish working relationship based on goals, objectives, and core principles



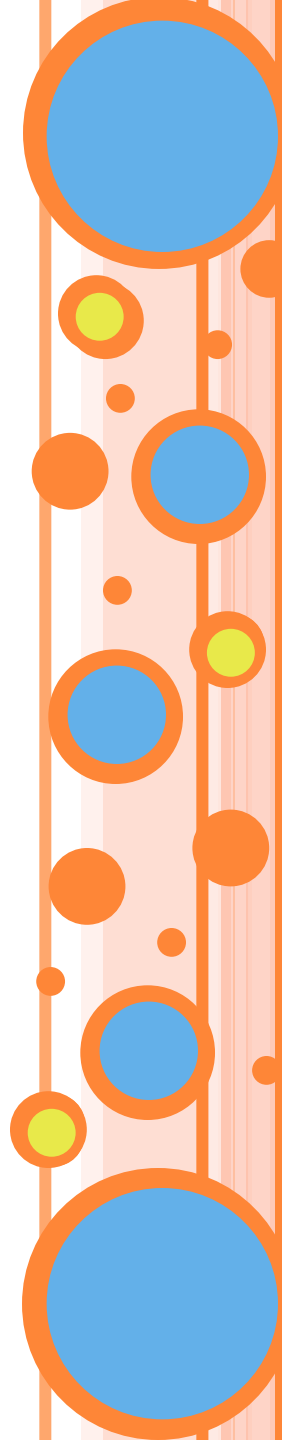
Partnership Building

4. Brainstorm – Outline activities and initiatives; discuss measurable outcomes
5. Manage – Develop standard operating procedures
6. Catalog – Identify, mobilize, and leverage resources



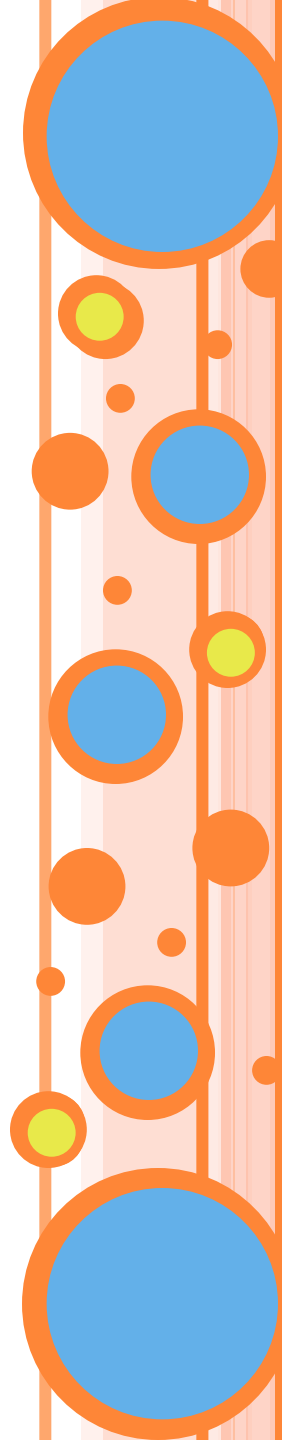
Partnership Maintenance

7. Specify – Develop timetable with deliverables
8. Measure – Assess impact and effectiveness of the Partnership; are goals being achieved?
9. Review – What changes need to be made? Additional Partners? Design changes?



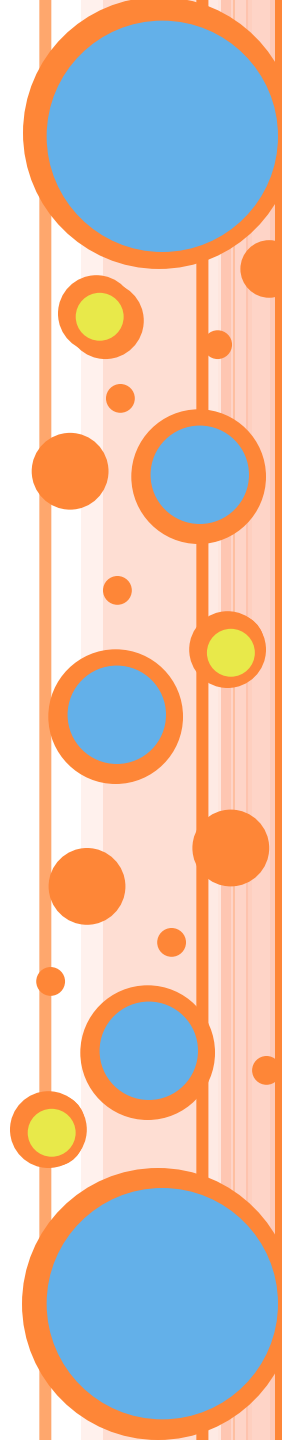
Partnership Sustainability

10. Revise – Make necessary changes
11. Institutionalize – Ensure long-term continuity
10. Sustain/Terminate – Agree on future need

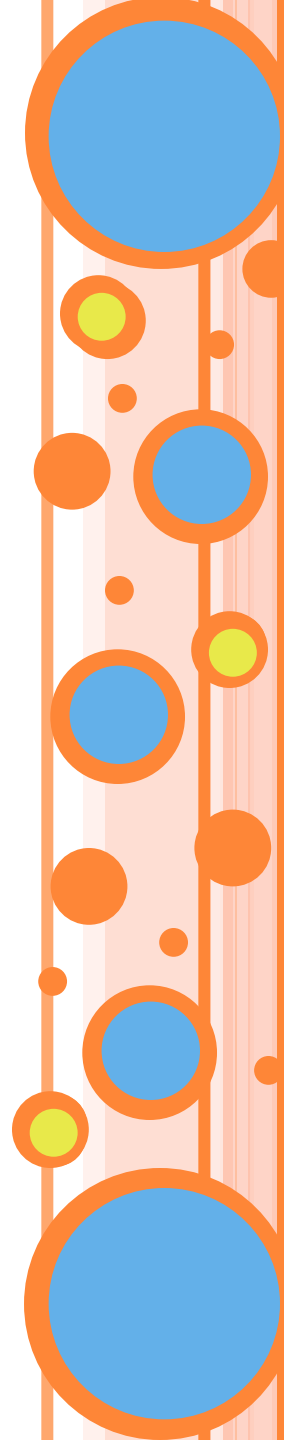
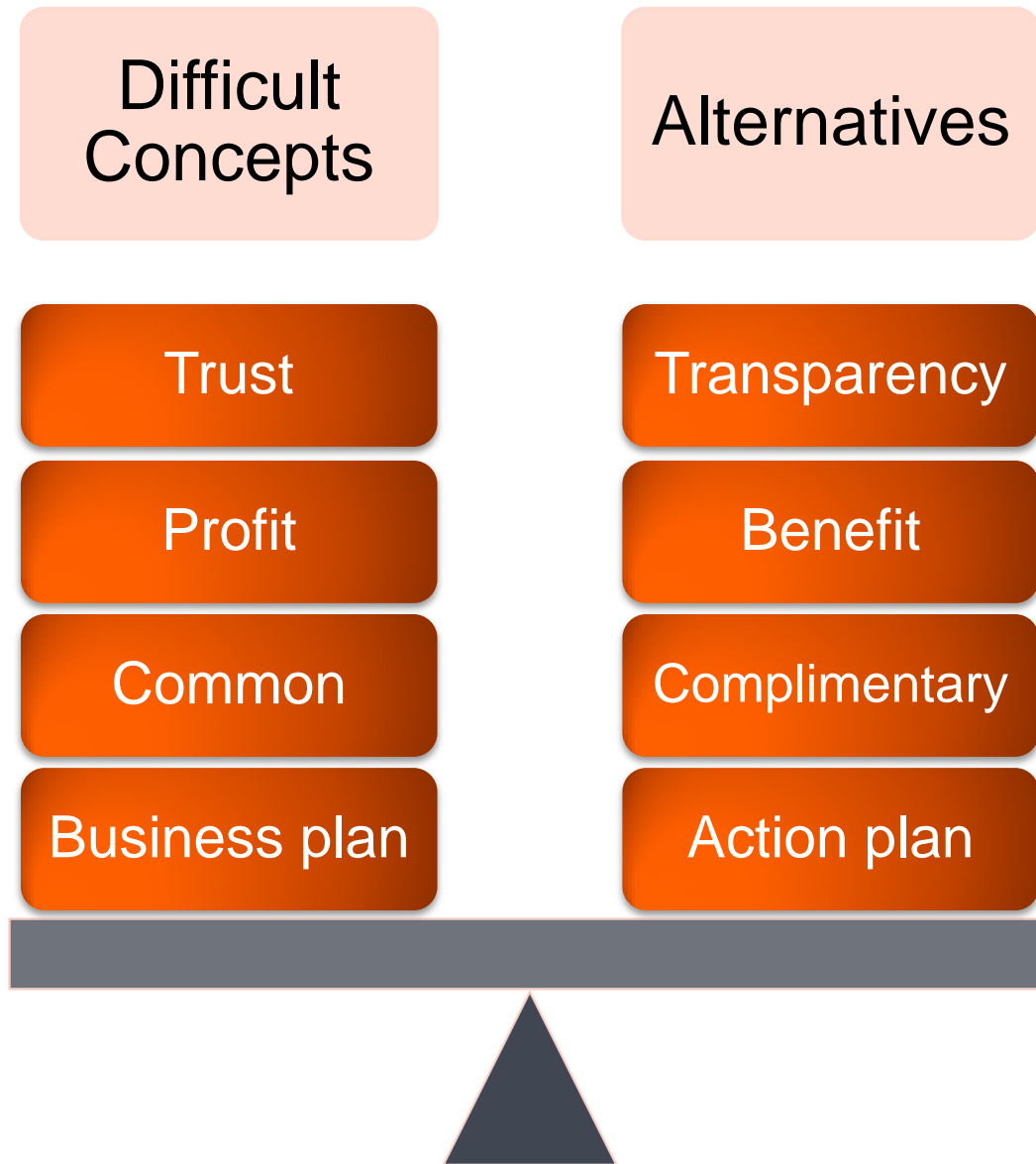


Partnership Obstacles

- External
 - Local social/political/economic climate
 - Scale of challenge/speed of change
- Institutional
 - Bureaucratic policies and processes
 - Senior Leadership Buy-In
- Partner
 - Conflicting priorities and competitiveness
 - Perception bias
- Leadership
 - Inexperienced partnering skills
 - Restricted authority
 - Over commitment of time



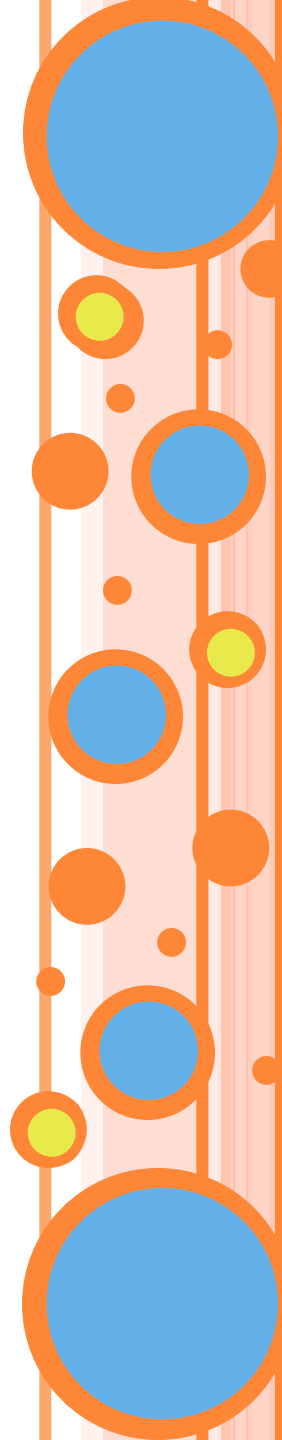
Language Considerations



Key Partnering Principles

Does the Partnership demonstrate...

- Common Purpose
- Commitment
- Oneness
- Respect and Esteem
- Equity
- Transparency
- Mutual Benefit



A Successful Partnership...

- Does what it sets out to do
- Has impact beyond its immediate stakeholder group
- Is sustainable and self-managing
- Has “added value” whereby partners gain significant benefits
- Has a solid Administrative Core with well-trained, confident, and empowered administrative staff.

