The objective of this research is to test a partnership model and to develop appropriate research methods to examine the question “To what extent do pre-existing conditions impede effectiveness of partnerships to improve public health services and ultimately community health?” The purpose of this interview is to gather information about your experience as a participant (or as an observer) in the partnership process.

The interview should take about an hour and all the information you provide will be kept strictly confidential. Results of these interviews will be combined to provide a picture of how partnerships and their members are affected by environmental influences and organizational constraints. In addition, the partnership model will be compared to actual practice in the two study sites. This work will contribute to improving community approaches to developing and implementing partnerships.

<table>
<thead>
<tr>
<th>Partnership Name</th>
<th>Date Started</th>
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<tbody>
<tr>
<td>Location</td>
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</tr>
<tr>
<td>Your Organization</td>
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<td>Address (if different)</td>
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Questionnaire for Partnership Coordinators

Now I’ll ask you some questions about the partnership in an effort to understand the type of partnership and where it is in its development.

1. What is the goal of this partnership?
   What health need is it addressing?
   What is the time frame for accomplishing this goal?

2. Please name the organizations and their focus that participate in the partnership?
   Did any organizations leave or join the partnership? If an organization left, why did it leave?
   Are there organizations that are missing that would improve the partnership’s efforts?

3. For the partner organizations listed above please describe their role in and their contribution to the partnership? What is your role? Is your role described in your job description?

4. What activities, if any, were undertaken to determine the feasibility of the partnership?
   E.g., assessing fit between goals and cultures in partner organizations; potential barriers identified; needs assessment; plan for the partnership development in place.

5. What kind of agreement exists between the organizational partners?
   E.g., Verbal agreement, memorandum of understanding, contract, other ______..
Now I will ask some questions about implementation of the partnership.

6. Please describe the structure of the partnership. To whom is the partnership accountable? Name any committees and their functions.

7. How are decisions in the partnership made?
   
   (Does any one person or organization provide a leadership role? Or are organizational partners equals?)

8. Are there resources available for development of the partnership? Are these resources adequate?

9. Do you have the authority to commit resources to the partnership? If so, which ones?

10. Have partner organizations developed any common processes, incentives, or procedures to facilitate the work of the partnership? – referral system, sharing information systems, etc.?

11. Does the partnership have any part-time ___ or full-time ___ staff? What do they do?
    What role do volunteers play in the work of the partnership?

12. How often do meetings of partner organizations occur? Is attendance by all partners adequate for making decisions?

13. In addition to meetings, how does your organization communicate with other partners?

14. What is your organization’s motivation for participating? Is it similar or different to those of other partners? Where there are differences, how are these accommodated?

15. Please describe the influences that affect what your organization can do in the partnership? (coercive (laws, funding sources), normative (professional norms, public opinion), or mimetic)
    
    How do they affect your organization?
16. How is the community involved in the partnership? (needs assessment, decision making, volunteers, other?)

17. What incentives are there in your organization to promote individual participation in the partnership? What disincentives?

The following questions are about results of the partnership development process.

18. What barriers does your organization face in participating in the partnership? (personal characteristics of partners’ representatives, structural factors within the partner organization or environmental factors)

19. What are the main problems experienced by the partnership? How are problems resolved? (Problems include recruitment and retention of partners; partnership relationships; leadership; adequate staff; decision making problems; inadequate finances and other resources; categorical grant requirements; incentives for staff to participate; trust among partners; community resistance; lack of authority from funding and other government agencies; legal or regulatory problems.

20. What factors have facilitated development of the partnership?

21. Please describe any efforts that have been made to change/remove impediments created by external sources (e.g., requirements attached to funding) – within the partnership? Within your organization? What were the results?

22. Does the partnership have its own identity that is recognized for its contribution to improved health? If yes, how does your organization recognize the partnership? The
community? The local government? Other social service organizations at the regional, state, and national levels?

23. What has the partnership contributed to improving community health?

The following questions are about information and feedback for the partnership.

24. How does the partnership monitor relevant events in its environment?

25. How are results of partnership development activities measured? How are partners involved? How are they informed of results? Is this information used to improve the operation of the partnership?
Questionnaire for Partnership Organizational Liaisons and Other Staff

Name

Organization

Role in Partnership

First I’ll ask you some questions about the partnership in an effort to understand the partnership and its goal(s).

1. What is the goal of this partnership? What health need is it addressing? What is the time frame for accomplishing this goal?

2. Please describe the role of partner organizations in and their contribution to the partnership? What is your role? Is your role described in your job description? Are there organizations that are missing from the partnership that would improve the partnership’s efforts?

Now I will ask some questions about implementation of the partnership.

3. How are decisions in the partnership made? (Does any one person or organization provide a leadership role? Or are organizational partners equals?)

4. Are there resources available for development of the partnership? What are they? Are they adequate?

5. Do you have the authority to commit your organization’s resources to the partnership? If so, which ones?
6. How often do meetings of partner organizations occur? Is attendance by all partners adequate for making decisions?

7. In addition to meetings, how does your organization communicate with other partners?

8. Have partner organizations developed any common processes, incentives, or procedures to facilitate the work of the partnership? – referral system, sharing information systems, etc.?

9. What is your organization’s motivation for participating? Is it similar or different to those of other partners? Where there are differences, how are these accommodated?

10. Please describe the influences that affect what your organization can do in the partnership? (coercive (laws, funding sources), normative (professional norms, public opinion), or mimetic) How do they affect your organization?

11. How is the community involved in the partnership? (needs assessment, decision making, volunteers, other?)

12. What incentives are there in your organization to promote individual participation in the partnership? What disincentives?

The following questions are about results of the partnership development process.

13. What barriers does your organization face in participating in the partnership? (personal characteristics of partners’ representatives, structural factors within the partner organization or environmental factors)

14. What are the main problems experienced by the partnership? How are problems resolved? (Problems include recruitment and retention of partners; partnership
relationships; leadership; adequate staff; decision making problems; inadequate finances and other resources; categorical grant requirements; incentives for staff to participate; trust among partners; community resistance; lack of authority from funding and other government agencies; legal or regulatory problems).

15. What factors have facilitated development of the partnership?

16. Please describe any efforts that have been made to change/remove impediments created by external sources (e.g., requirements attached to funding) – within the partnership? Within your organization? What were the results?

17. Does the partnership have its own identify that is recognized for its contribution to improved health? If yes, how does your organization recognize the partnership? The community? The local government? Other social service organizations at the regional, state, and national levels?

18. What has the partnership contributed to improving community health?

**The following questions are about information and feedback for the partnership.**

19. How does the partnership monitor events in its environment?

20. How are results of partnership development activities measured? How are partners involved? How are they informed of results?

21. Are findings from the monitoring process used to improve the partnership?
Questionnaire for Partner Organizations’ Executives

Name

Organization

Title

1. What benefits, if any, has the partnership (NAME) contributed to the health of your community? To your organization?

2. In what way(s), does your organization influence the partnership and its activities?

3. What changes, if any, has your organization effected internally as a result of membership in the partnership?
Questionnaire for Community Leaders and External Sources of Influence

Name

Organization

Position

Relationship to Partnership

1. What benefits, if any, has the partnership (NAME) contributed to the health of your community?

2. How does your agency influence the partnership’s goals and activities?

3. Has the partnership directly brought about any change in the way your organization does business? If so, what changes?

4. How is the work of the partnership recognized in the community?