

**ATTRIBUTES OF WILDLIFE
DISEASE SURVEILLANCE
NETWORKS**

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TODAY WE WILL COVER:

1. Terminology and general introduction
2. How do you build a partner network?
3. How do you maintain a partner network?
4. Partnerships in practice
5. Key components of wildlife health partner networks

TERMINOLOGY (1 OF 4)

A **network** is a communications arrangement linking people who are engaged in similar activities

A **wildlife health partner network** establishes communication guidelines for stakeholders and partners engaged in wildlife health activities



TERMINOLOGY (2 OF 4)

A **stakeholder** is a person or entity that has an interest or concern in regards to wildlife health

A **partner** is a person or entity who actively participates in the regulatory, management, scientific, or social aspects of wildlife health

Partners are generally stakeholders, but not all stakeholders are partners



TERMINOLOGY (3 OF 4)



Business networking is the practice of purposefully connecting with other professionals in your field to expand your social network and develop mutually beneficial business relationships

Example: Meeting other wildlife health professionals at a conference or event and maintaining those contacts for social and professional reasons

TERMINOLOGY (4 OF 4)

Partnerships is the practice of bringing together multiple organizations from different sectors to work together to complete a common objective

Example: An interagency committee is established to coordinate surveillance, management, and response to an emerging zoonotic disease

The most basic wildlife health partner network is built through business networking, but more formal arrangements (i.e. partnerships) are also common.



MANY TYPES OF PARTNER NETWORKS

- Narrow scope on a specific disease to broad scope covering One Health (animal, human, & wildlife health)
- Local, regional, national, or international in scale
- Informal to formal partnership structures

**'one size fits all' fits
no-one**

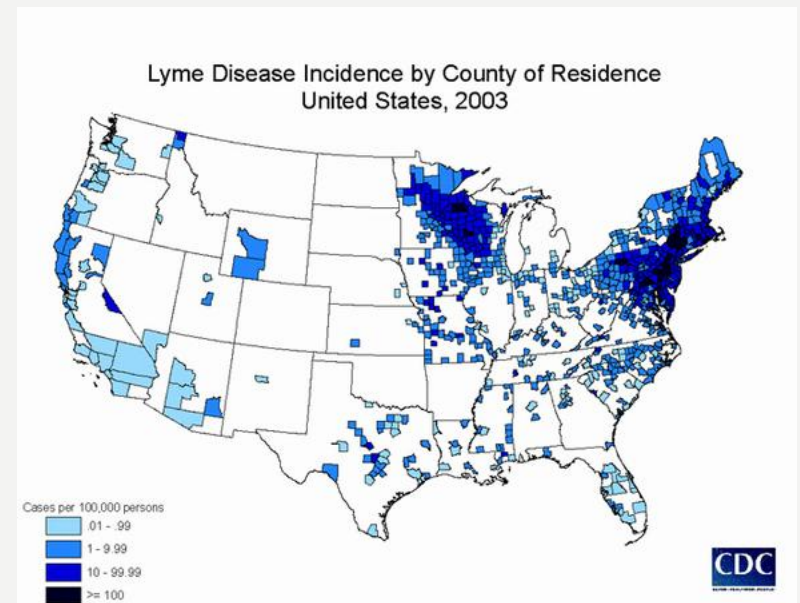


HOW TO BUILD A PARTNER NETWORK?

1. Why do you need one?
2. Who should participate?
3. Map your network
4. Solicit input
5. Finalize structure
6. Nurture your network

1. WHY DO YOU NEED ONE?

- Gather information at a larger spatial scale to improve situational awareness
- Exchange knowledge and build technical capacity
- Establish trusted relationships that can be relied upon during an outbreak



2. WHO SHOULD PARTICIPATE?



- Primary partners – those who's participation is crucial for the success of the network
- Secondary partners – those who would be beneficial, but are not essential
- Key partners – those who are influential, either in reputation or political realms

2. WHO SHOULD PARTICIPATE?

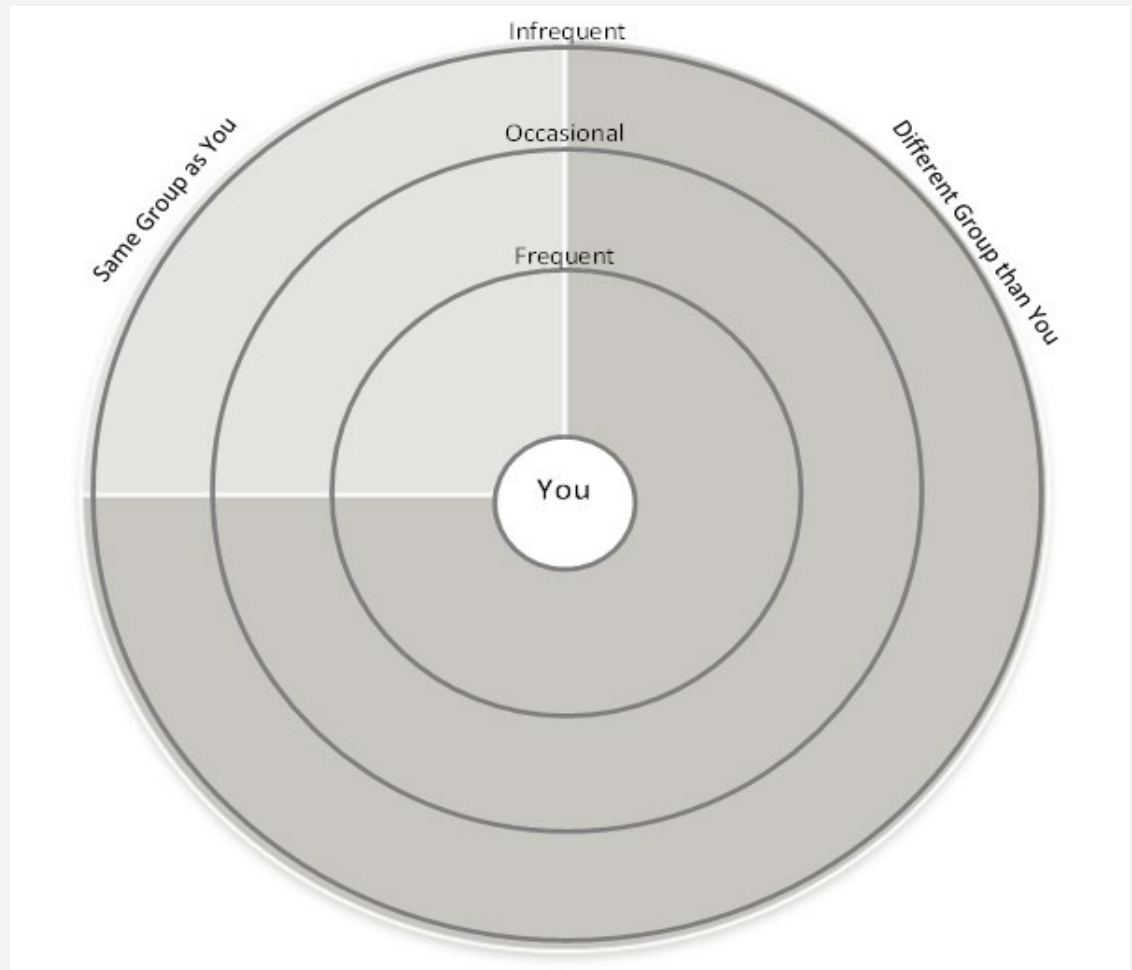
Table 1: An example exercise that could be used to identify potential network partners, their ranking (key, primary, secondary), and their point of contact.

Partner Organization	Partner Ranking	Point of Contact

The success of the network relies on getting the correct people - those with access and permission to share (or use) wildlife health data - to actively participate in the network

3. MAP YOUR NETWORK

- Current state of the relationship to identify actions to strengthen and build on existing structures



3. MAP YOUR NETWORK

Assess your network through the following questions:

- *Partners* – are all the primary/key partners represented in your network?
- *Structure* – do most people in your network know one another? Are there opportunities for you to connect groups or individuals?
- *Patterns* – What other patterns on your map provide insight?
- *Composition & breadth* – Are your network partners clustered within the same group or organization? Are there risks associated with clustering in a particular sector?
- *Closeness* – are there important groups or individuals you should interact with more often?

Identify 2 – 3 action items for improving your network

4. SOLICIT INPUT

Be sure to include primary and key partners in planning discussions because:

- “Weigh in leads to buy in”
- Mutual understanding of goals and objectives
- Understanding of requirements for participation



4. SOLICIT INPUT



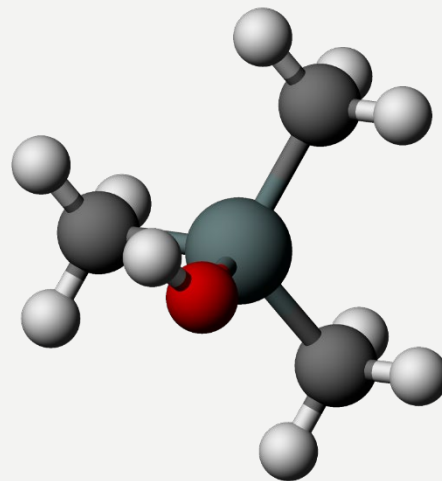
Ways to encourage participation in development of a network:

1. Face-to-face planning workshop, or other way of soliciting feedback and input during planning phases
2. Clearly stated goals and objectives for the network that are important outcomes to the partner groups
3. Recognition of risks and benefits of the network for each partner
4. Understanding of and solutions for common obstacles for partner participation

5. FINALIZE STRUCTURE

Determine the way the network will function –

- What is the governance structure?
- How often will you meet?
- How will rules of participation be enforced?
- How complex are the topics and interactions needed?



5. FINALIZE STRUCTURE

Informal partnerships include business-style networking, working, focus, or task groups. These types of arrangements generally do not have a signed agreement among partners, though they may have some kind of guiding document.

Semi-Formal partnerships have written guidelines and protocols for participation that may be publicly served through a website or other media. Partners agree to provide resources needed to meet stated objectives through signed agreements. Other names for semi-formal partnerships may include committees, networks, forums, or societies.

Formal partnerships have a recognized organization, such as a non-profit association, foundation, or a governmental agency that is created for the purpose of leading and maintaining the network. Formal networks are often supported by government mandates or regulations, or have resources to contribute to network operations.

5. FINALIZE STRUCTURE

Common types of partnership agreements:

1. Project charter
2. Memorandum of understanding
3. Cooperative agreement
4. Funding agreement



HOW DO YOU MAINTAIN A PARTNER NETWORK?



NEEDS RESOURCES

- Dedicated staff time and resources are needed to maintain a partner network
- Periodic review of the network goals, objectives, and partner participation
- Process to resolve conflicts or disputes



EQUITY



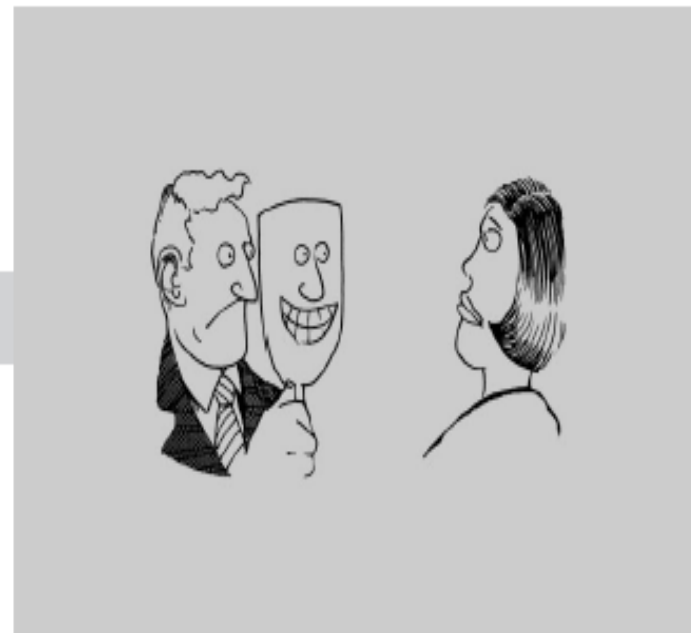
EQUITY?

What does 'equity' mean in a relationship where there are wide divergences in power, resources and influence? Equity is not the same as 'equality'. Equity implies an equal right to be at the table and a validation of those contributions that are not measurable simply in terms of cash value or public profile.

TRANSPARENCY

TRANSPARENCY?

Openness and honesty in working relationships are pre-conditions of trust - seen by many as an important ingredient of successful partnership. Only with transparent working will a partnership be truly accountable to its partner donors and other stakeholders.



MUTUAL BENEFIT



MUTUAL BENEFIT?

If all partners are expected to contribute to the partnership they should also be entitled to benefit from the partnership. A healthy partnership will work towards achieving specific benefits for each partner over and above the common benefits to all partners. Only in this way will the partnership ensure the continuing commitment of partners and therefore be sustainable.

CASE EXAMPLES OF PARTNERSHIPS IN PRACTICE



USGS - AMBLE



- **OBJECTIVE:** Citizen science project to monitor avian botulism events in the great lakes (US)
- **PARTNERS:** Primary - Non-profit conservation organizations, state & federal wildlife management agencies; secondary - concerned citizens
- **ENGAGEMENT:** Consistent & constant feedback
- **STRUCTURE:** Informal, based on willingness to participate and is completely voluntary
- **DATA MANAGEMENT:** Online data portal, centralized database
- **INFORMATION SHARING:** Newsletters, annual workshops, listserv, scientific publications

USGS AMBLE – KEY POINTS

- Example of a regional, disease specific, informal network
- Limited duration to answer a specific scientific question
- Good communication and partner buy-in contributed to its success



https://www.nwhc.usgs.gov/our_research/amble/



Wildlife Health Australia

- **OBJECTIVE:** Principal objectives are the protection and enhancement of the natural environment by researching, investigating and monitoring wildlife diseases in Australia
- **PARTNERS:** Primary partners include state/territory agricultural agencies; secondary partners include zoos and aquariums, wildlife hospitals, University-based veterinary clinics
- **ENGAGEMENT:** Building trusting relationships with partners, which includes respecting differences, data privacy, and good communication
- **STRUCTURE:** WHA is a formal network and a non-profit organization
- **DATA MANAGEMENT:** Online data portal, centralized database (eWHIS)
- **INFORMATION SHARING:** Quarterly coordination calls and reports, fact sheets, weekly digests, and outbreak response support

WHA – KEY POINTS

- Example of a national, multi-sector, formal network
- Provides a service and resources to member organizations, while also collecting data for national level situational awareness (mutual benefit)
- Is consistently growing secondary partner involvement



The screenshot shows the homepage of Wildlife Health Australia. At the top left is the logo, which consists of a red hand icon with a paw print and the text "Wildlife Health Australia". To the right of the logo is a green and red banner with the text "A nationally integrated wildlife health system for Australia". Below the banner is a navigation menu with links for Home, About Us, Programs & Projects, Disease Incidents, Fact Sheets, WHA Documents, Resources, and Links. A search bar is located on the right side of the navigation menu. Below the navigation menu is a breadcrumb trail that says "YOU ARE HERE: Home". The main content area features a large image of a black and white bird perched on a red flower. Below the image is a "HOT TOPICS" section with a list of recent reports and news items. To the right of the "HOT TOPICS" section is a "WELCOME TO WILDLIFE HEALTH AUSTRALIA" section with a brief introduction to the organization's mission and objectives. Further right is a "GET INVOLVED" section with information about becoming a member, reporting incidents, and donating.

Wildlife Health Australia
A nationally integrated wildlife health system for Australia

Home About Us Programs & Projects Disease Incidents Fact Sheets WHA Documents Resources Links

YOU ARE HERE: Home

HOT TOPICS

- Animal Health Surveillance Quarterly (Jul-Sep 2017) - WHA report
- ABLV BAT STATS (Dec 2017)
- Kimberley covered for wildlife health - 15 Feb 2018
- Mortality events of large macropods in Australia - updated fact sheet
- Zoonoses in Australian bats

WELCOME TO WILDLIFE HEALTH AUSTRALIA

Wildlife Health Australia (WHA) is the peak body for wildlife health in Australia. Our principal objectives are the protection and enhancement of the natural environment. We undertake research, investigate and monitor wildlife diseases in Australia.

We link, inform and support people and organisations who work with or have an interest in wildlife health and provide leadership, coordination, technical advice, facilitation, communications and professional support. Our members form a network of government and private stakeholders to help manage the adverse effects of wildlife diseases on Australia's environment, biodiversity, animal and human health, trade and tourism.

WHA has a strong One Health focus. Through our activities we also help link

GET INVOLVED

Want to get involved, **Become a Member.**

Seen something unusual, **Report an incident.**

Support the work we do and **donate.**

Find out more from **WHA Fact Sheets.**

<https://www.wildlifehealthaustralia.com.au>

KEY COMPONENTS OF A WILDLIFE HEALTH NETWORK

1. Customized. There is no one size fits all approach to building and maintaining partner networks, instead network approaches and structures should be tailored to address specific needs.
2. Right people. The success of the network relies on getting the correct people - those with access and permission to share (or use) wildlife health data - to actively participate in the network.
3. Partner buy-in. When building a network, make sure to include partners in the planning and implementation phases to ensure support and cooperation from those critical to the networks success.
4. Mutually beneficial. Networks that have been successfully maintained ensure transparency in decisions and communications, equity in the way partners are treated, and provide a mutual benefit for all parties involved.

REFERENCE

The **FIVE** DYSFUNCTIONS *of a* TEAM
by PATRICK LENCIONI



The diagram is a red pyramid divided into five horizontal sections. From top to bottom, the sections are labeled: Inattention to Results, Avoidance of Accountability, Lack of Commitment, Fear of Conflict, and Absence of Trust. The text is white on a red background.

Inattention to Results

Avoidance of Accountability

Lack of Commitment

Fear of Conflict

Absence of Trust

QUESTIONS?

