

Building and Sustaining Effective Coalitions

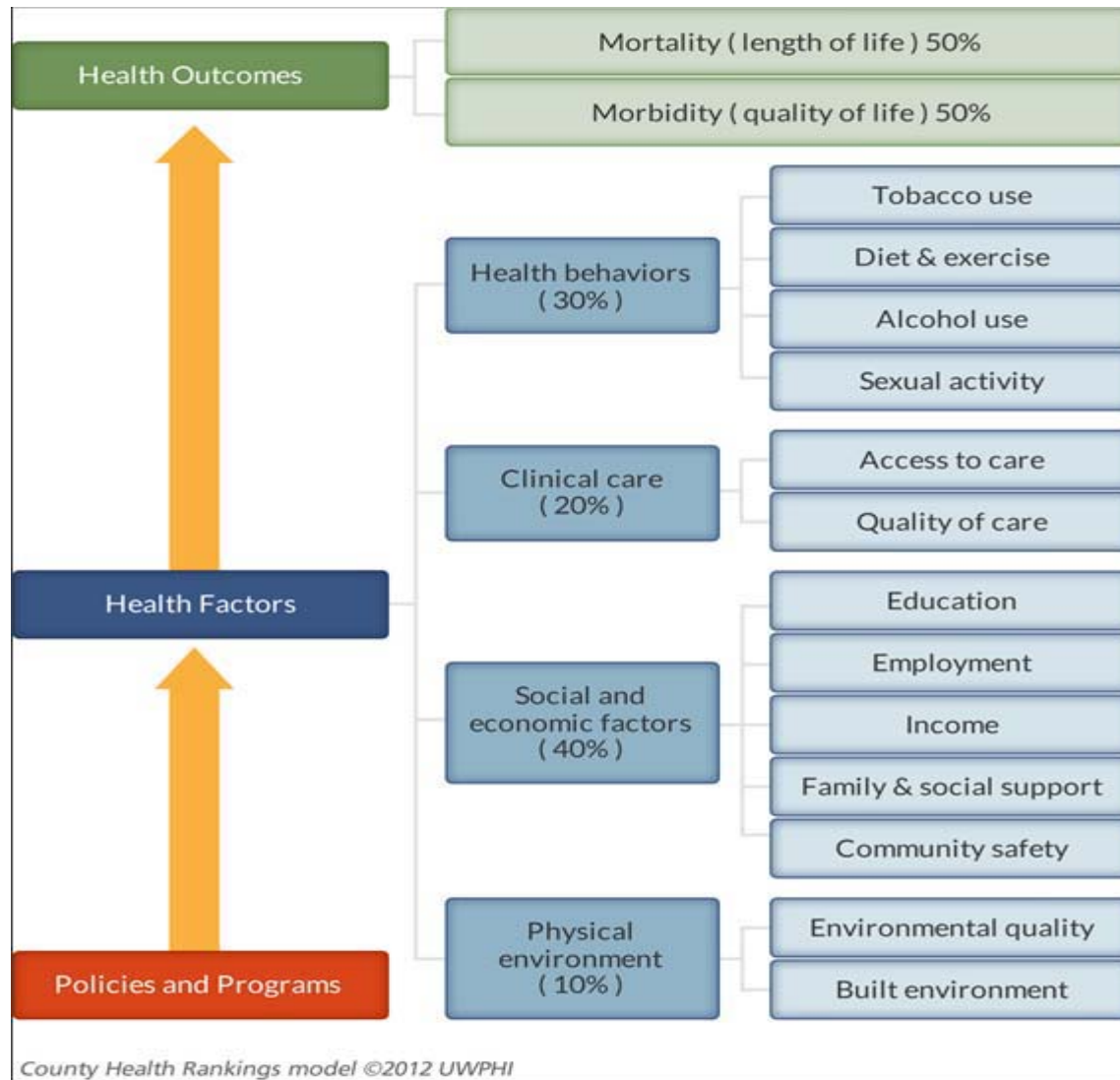
Steve Ridini sridini@hria.org

March 2013



Health Resources in Action
Advancing Public Health and Medical Research

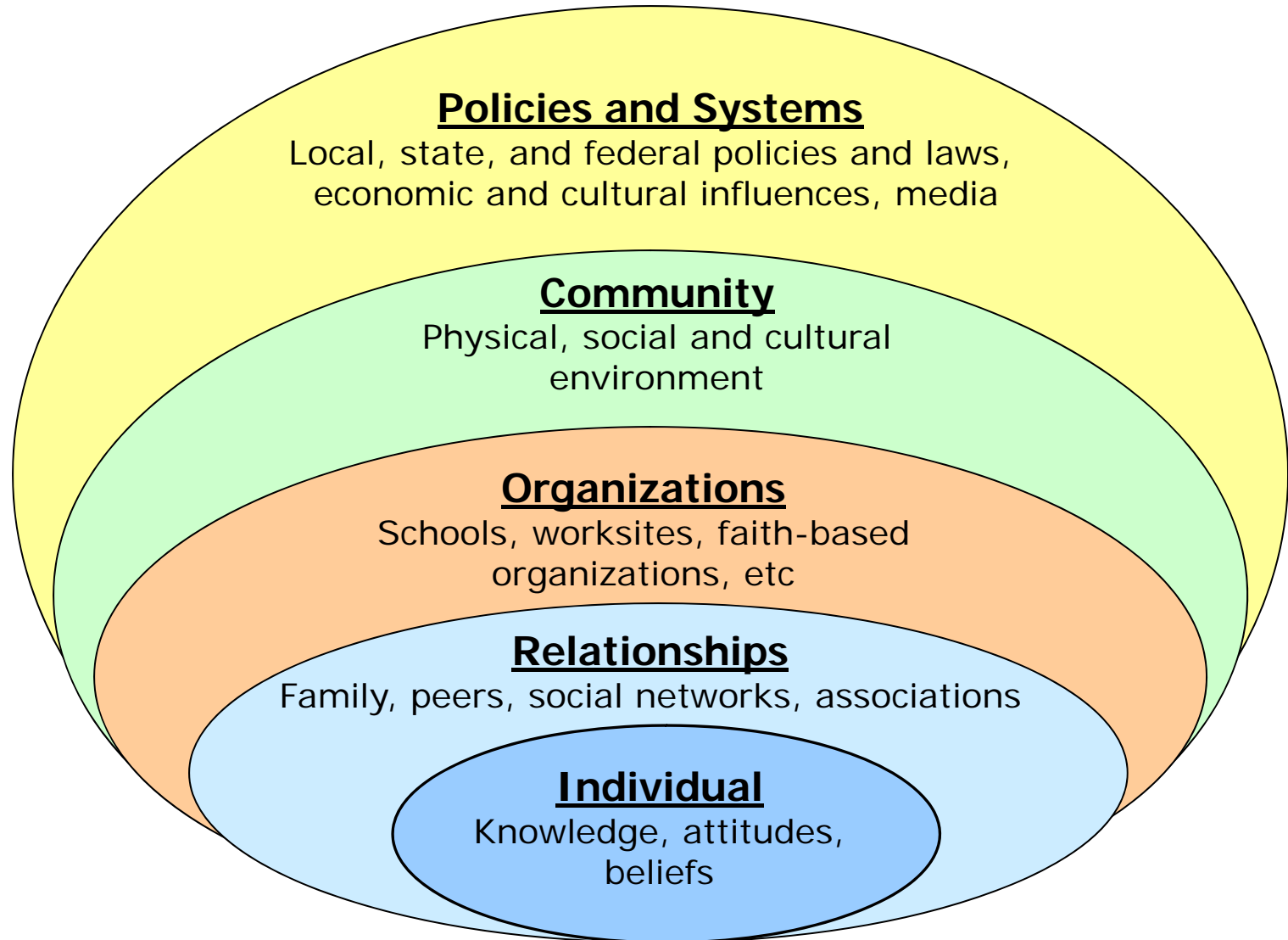
What affects our health status?



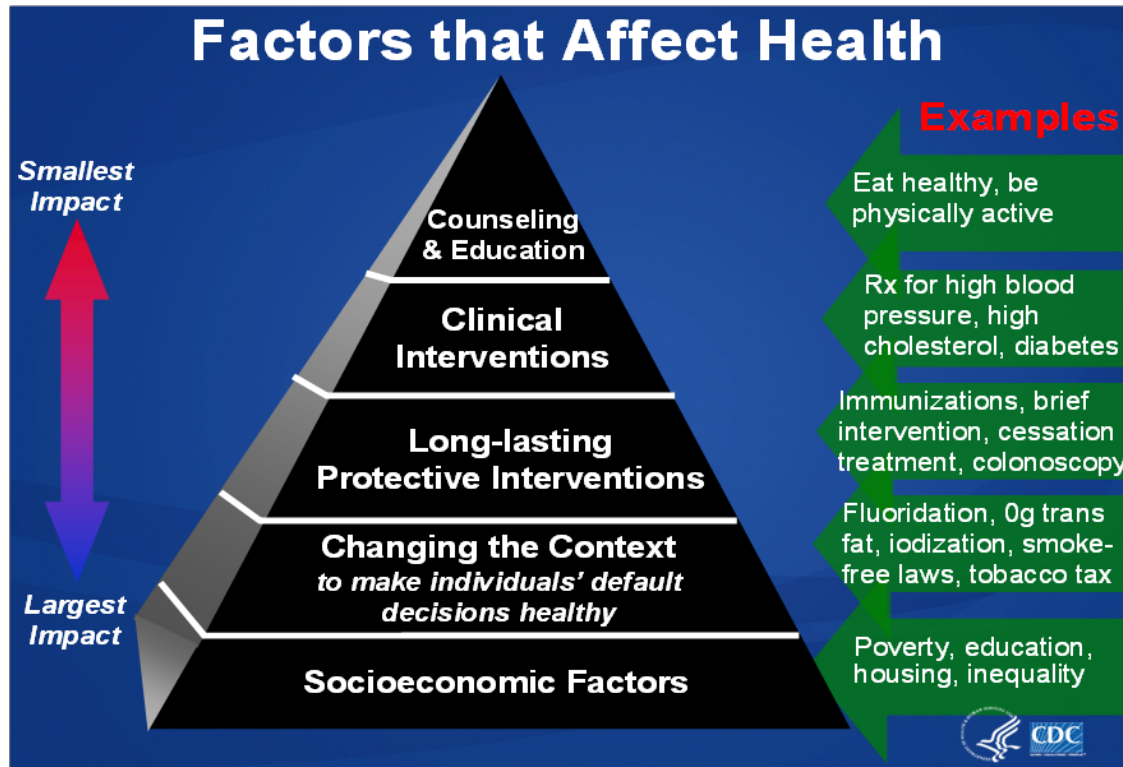
Determinants of Health

Human Biology	How we live		Access to Health Care
	Environment	Lifestyle	
<ul style="list-style-type: none"> • Genes • Aging 	<ul style="list-style-type: none"> • Air, water, land • Built environment • Poverty • Employment • Social exclusion • Social environment • Education • Transportation 	<ul style="list-style-type: none"> • Diet/Nutrition • Physical activity • Smoking • Alcohol • Other Drugs • Sexual behavior 	<ul style="list-style-type: none"> • Medical care • Dental care

Socio-Ecological Model



Health Impact Pyramid



Source: Frieden, Thomas R. A Framework for Public Health Action: The Health Impact Pyramid. *American Journal of Public Health*. April 2010, Vol. 100, no. 4., pp. 590-595.

Strategic Planning Process



Source: Substance Abuse and Mental Health Services Administration: Center for Substance Abuse Prevention.

National Prevention and Health Promotion Strategy

Working together to improve the health and quality of life for individuals, families, and communities by moving the nation from a focus on sickness and disease to one based on wellness and prevention.

National Prevention Strategy

Goal:

Increase the number of Americans who are healthy at every stage of life.

Strategic Directions:

- Healthy + Safe Environments
- Clinical and Community Preventive Services
- Empowered People
- Elimination of Health Disparities

National Prevention Strategies

Priorities:

- Tobacco Free Living
- Preventing Drug Abuse and and Excessive Alcohol Use
- Healthy Eating
- Active Living
- Injury and Violence Free Living
- Reproductive and Sexual Health
- Mental and Emotional Wellbeing

National Convergence Partnership

- *Building multi-sector partnerships with non-traditional partners (e.g. transportation)*
- *Engaging community*
- *Implementing policy, systems, and environmental change approaches*
- *Creating health equity*

Other Trends

- *Hospitals: engaging the community in community health needs assessments*
- *Health Departments: engaging the community in community health assessments and community/state health improvement plans*

Why Community Coalitions?

- Address new and broader issues
- Develop widespread support for issues
- Encourage collaborative problem solving
- Create culturally relevant solutions
- Maximize the power of individuals
- Provide more cost effective and coordinated services – minimize duplication of services
- Leverage additional/new resources
- Increase communication within community

Definition of a Coalition

An organization of individuals representing diverse organizations, factions or constituencies who agree to work together in order to achieve a common goal.

- Feighery & Rogers, 1989

An organization of diverse interest groups that combine their human and material resources to effect specific change that members are unable to bring about independently.

- Brown, 1984

Coalition Functions

- **Communication** - Members have a chance to share and learn from other members as well as become more familiar with the various organizations involved in the coalition. Communication needs to be honest and open.
- **Coordination** - Planning tasks, setting objectives, and synchronizing services are key to successful coalition development. The identity of each organization is not lost in this process.
- **Collaboration** - Members must work together to help achieve coalition goals and objectives set jointly by the members. The activities of the coalition are conducted on behalf of the coalition.

Characteristics of Effective Coalitions

- Understanding of the “community”
- Shared Vision
- Clearly defined mission, goals, and objectives
- Active community engagement
- Organizational Competence
 - Effective leadership
 - Experienced staff/volunteers
 - Trust
 - Accountability

Characteristics of Effective Coalitions

- Organizational Structure and Function
- Task done and Team spirit
- Communicating message/benefits to community
- Linkages to other organizations
- Time and persistence
- Continually assessing progress

Potential Obstacles

- Poor communication
- Limited experience
- Resistant leaders
- Over-committed leaders
- Not enough time
- Poor organization/unproductive meetings

Characteristics of Ineffective Coalitions

- Lack of leadership and teamwork - conflict
- Turf and competition
- Failure to act
- Poor links to the community
- Funding - too much or too little
- Costs outweigh the benefits

Definition of Sustainability

The process of maintaining an initiative by weaving a practice into the fabric of the community or making a permanent home for a practice within the community

Elements of Sustainability

- **Capacity/Backbone Organization(s)**
 - Process for recruiting and engaging diverse stakeholders
 - Developing sound process and “organizational” structure
- **Strategic Planning, Implementation and Evaluation**
 - Shared agenda/purpose
 - Using data to turn vision into reality → IMPACT
 - Implementing evidence-based/informed programs and policy/systems change approaches – mutually reinforcing activities
 - Shared measurement systems
- **Communication and Marketing:** Building visibility and cultivating buy-in
- **Resource Diversity**
 - Developing resource plan with diverse funding streams
 - Cultivating in-kind (material, human) resources
- **Integration of Efforts:** Integrating efforts into other initiatives
- **Community Champions:** Engaging formal/informal leaders

Community Readiness...

... is the extent to which a community is adequately prepared to mobilize for and implement a project or initiative

Source: J. Liebman and K. Abrams, The Six Stages of Community Mobilization for Prevention, Southwest Center for the Application of Prevention Technology (CAPT), University of Oklahoma, Norman, OK, Draft, 2003.

Stages of Community Readiness

Stage 1: Community Tolerance

Stage 2: Denial

Stage 3: Vague Awareness

Stage 4: Preplanning

Stage 5: Preparation

Stage 6: Initiation

Stage 7: Institutionalization

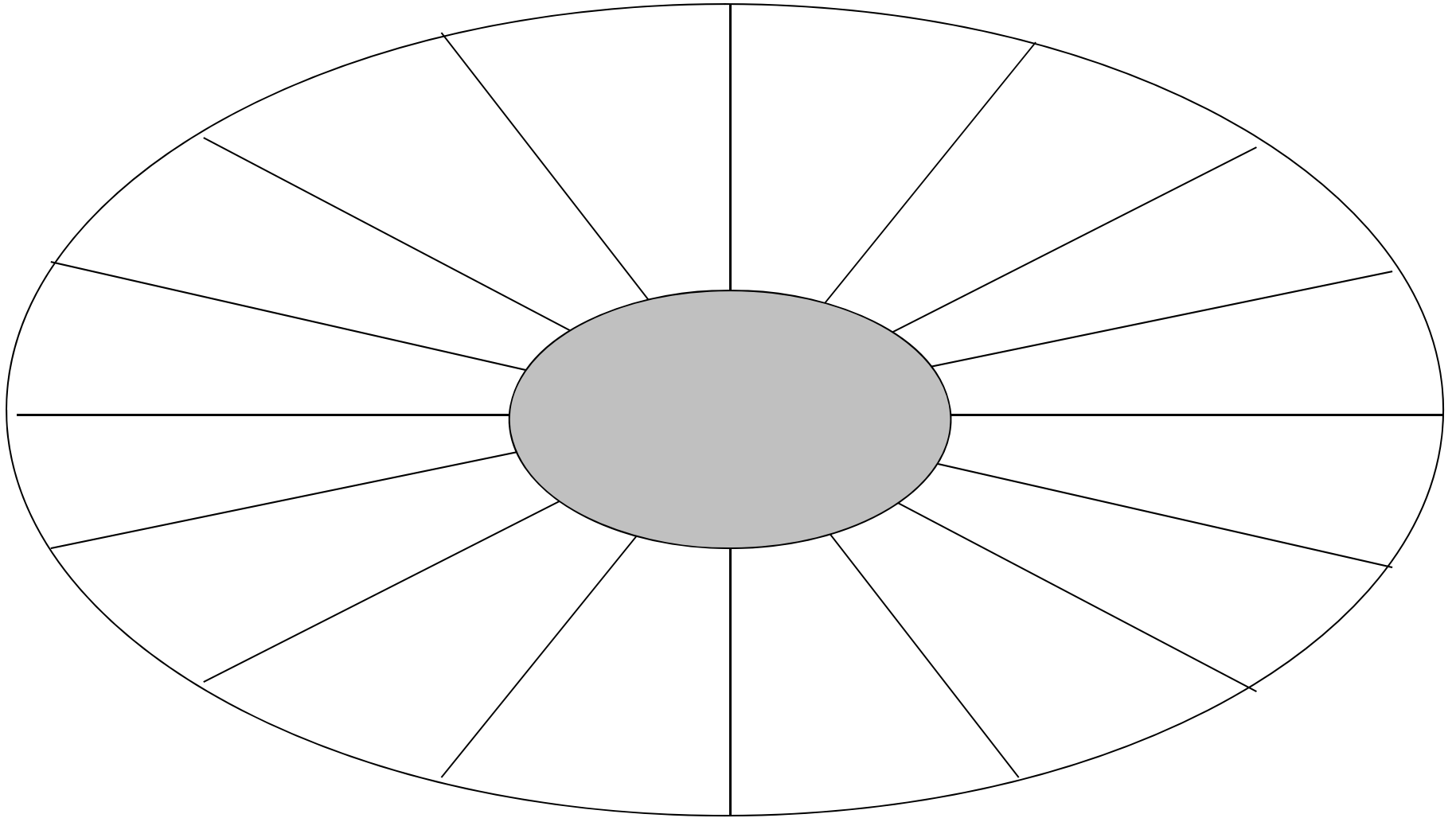
Stage 8: Confirmation/Expansion

Stage 9: Professionalization

Recruitment + Engagement = Retention

- Who?
- What?
- When?
- Where?
- Why?
- How?

Volunteer Recruitment



Organizational Structure

- Governance
- Rules and Roles
- Distribution of Work
- Formalize Operating Procedures

Organizational Structure and Function

Complete

Needs Work

Roles

_____ _____ Written description of roles/responsibilities of members/staff

Structure

_____ _____ Mission and by-laws

_____ _____ Organizational chart with committee structure

_____ _____ Plan for membership, recruitment, and turnover

_____ _____ Plan for how leaders are selected and succeed one another

_____ _____ Standard orientation for new members

_____ _____ Written agendas and minutes of meetings

Functions

_____ _____ Plan for how decisions will be made

_____ _____ Internal communication system

_____ _____ External system to use in communicating with organizations

_____ _____ Approach to handling conflict

_____ _____ Identified areas members want to know more about (e.g. training)

_____ _____ Relevant information and reading material

Decision Making Structures

- Consensus: mutual search for solution which all can accept
- Hierarchy:
 - Autocratic: one-person rule
 - Consultative: one-person rule with advice
 - Oligarchic: experts rule
 - Business or Military: chain of command
- Majority Rule: Voting
- Parliamentary Process: Roberts Rules of Order
- No Structure: Free of rules/penalties
- Unanimity: All completely agree

(Strategic) Planning for Action

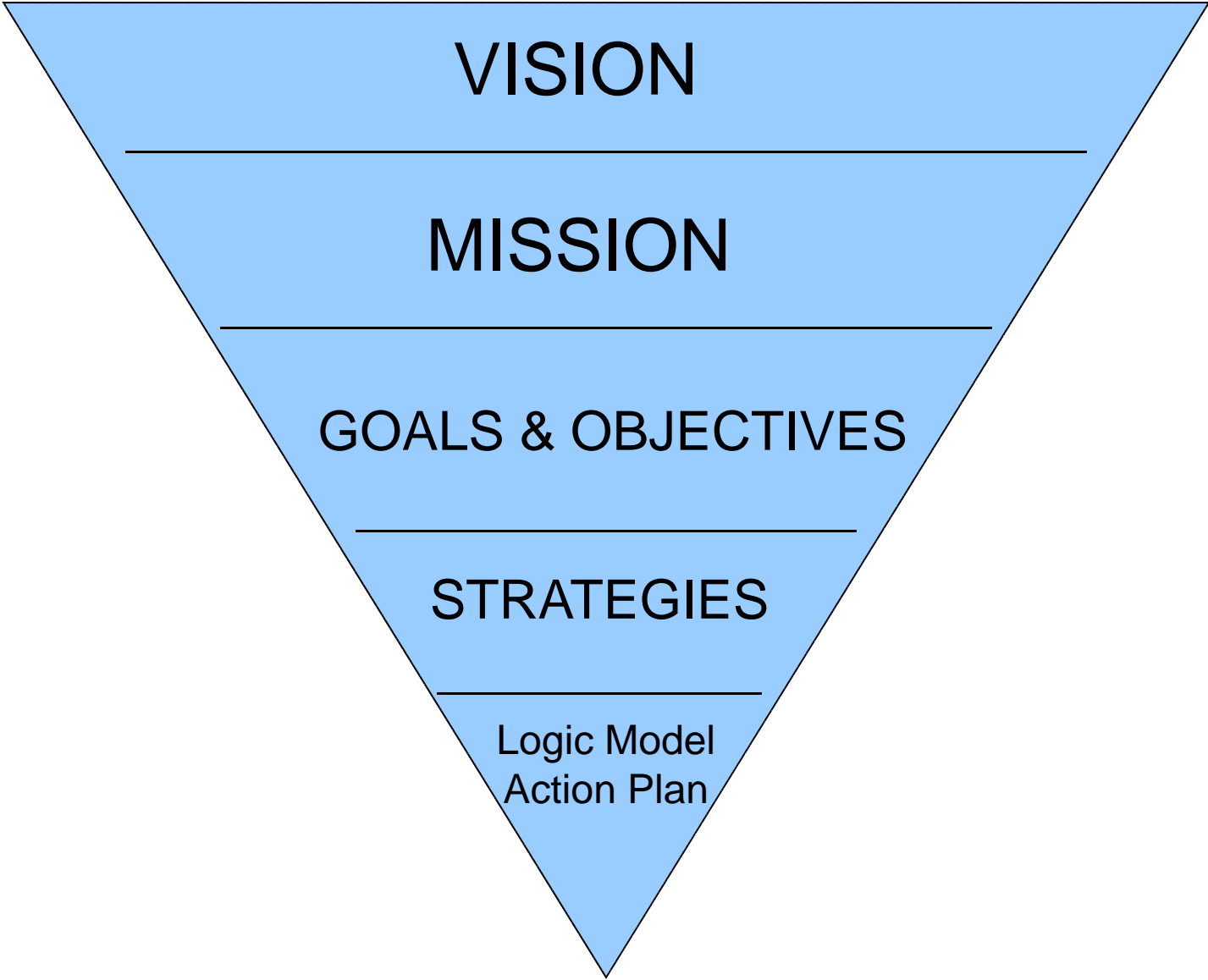
Why use a Strategic Plan?

- To give structure to your initiative
- To build shared agreement about what to do and how to do it
- To create buy-in/ownership
- To help focus your efforts

(Strategic) Planning for Action

When to use a Strategic Planning process?

- When starting a new organization
- When starting a new initiative or large project
- When moving into a new phase of an ongoing effort
- When trying to breathe life into an existing initiative



Vision

- A concrete statement about the desired future.

Mission

- *What is* going to be done and *why*?

Assessment

- Systematic process of gathering quantitative and qualitative information about current conditions of an area/population.

Goals

- Support the vision and mission. Goals are major, all-inclusive long-term aims associated with each priority area.

Objectives

- Specific measurable results of the work.
- *How much, of what* will be accomplished, by *whom*.

Strategies

- The *how*. Specific ways to meet each objective.

Action Plan

- The specifics of who will do what, by when, at what costs.

Vision Statement

What is a vision statement?

- A statement giving a broad, aspirational image of the future.
- A statement that captures the long term picture of what a community/organization wants to become.
- A vision statement is inspirational, memorable, and reflects the desires of those with vested interests.

Why create a vision statement?

- To draw people to a common purpose.
- To give hope for a better future.

Vision Statement Exercise



Creating a vision statement



Five years from now as a result of our coalition's efforts and what we have done together, our community will...

You have unlimited resources!

Think outside the box!



Mission Statement

What is a mission statement?

- A formal short written statement of purpose of your coalition/organization.
- It describes what the coalition is going to do and why.
- Guides the actions of the coalition/organization, spells out its overall goal, provides a sense of directions, and guides decision making.

Why create a mission statement?

- To help your organization focus its efforts.
- To communicate who you are to the community and potential funding sources.

Mission Statement Exercise

Creating a Mission Statement



- Large group brainstorms one/two word descriptions on the values of the coalition.
- List all words/phrases on newsprint.
- Have group divide into small group.
- Each group draft a mission statement from the brainstorm list. Begin with, "The [coalition name] is..."
- Groups share statements and large group analyzes similarities and differences.
- Identify group of volunteers who will consolidate statements and observations into draft mission statement for future review by group.



Goals

What is a goal?

- A projected state of affairs that a person or a system plans or intends to achieve.
- Identifies in broad terms how your initiative is going to change things in order to solve the problem you have identified.
- A result that one is attempting to achieve.

Criteria for determining a goal:

- Goals need to support the vision and mission statement.
- Goals need to be focused and easy to understand.
- Goals need to be achievable.

Objectives

What are objectives?

Objectives are specific statements of intended accomplishments. Objectives describe the steps that will take place in order to achieve the behavior changes described by your goals.

Criteria for determining an objective:

- S
- M
- A
- R
- T

SMART Objectives

Specific – does it clearly state what will be achieved?

Measurable – is it measurable?

Achievable – is it attainable?

Realistic – is it realistic with the resources you have?

Time – when will it be achieved?

Strategies

What is a Strategy?

- It is a way of describing *how* you are going to get things done.
- Refers to a plan of action designed to achieve a particular goal.

Why Develop Strategies?

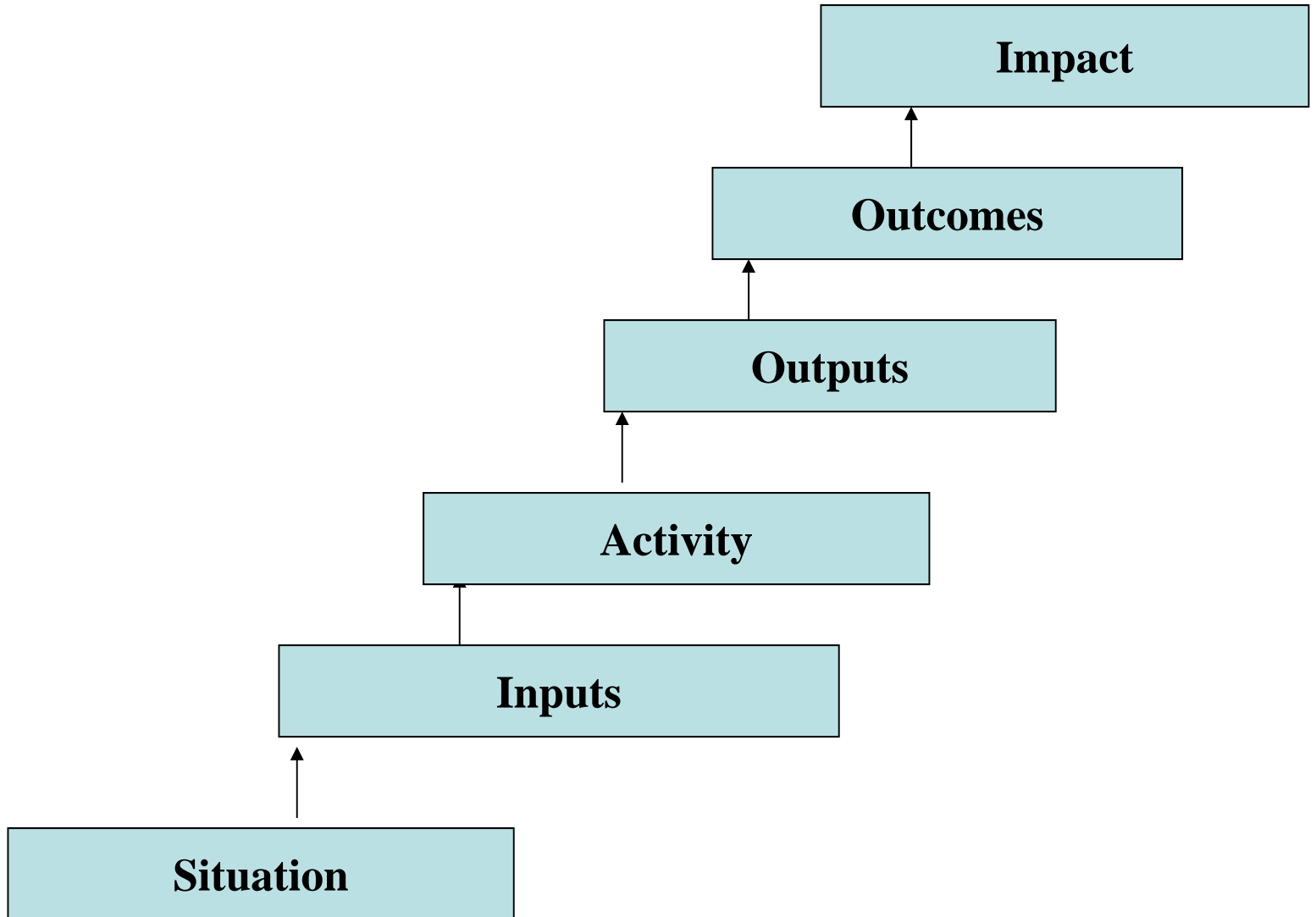
- Take advantage of resources and opportunities.
- Respond effectively.
- More efficient use of resources.

(Strategic) Planning for Action

What's a Logic Model?

A logic model is a guide to program planning that identifies the links between community needs, assets, inputs, activities, and outcomes. A logic model represents an evaluative process that helps groups organize their strategies/activities to achieve the best possible outcomes.

Logic Model Example



Action Plan Worksheet

Desired Outcome:

Desired Strategy:

Action Steps	Person Responsible	Timeline for Completion	Anticipated Barriers	Measure of Successful Completion

Elements of a Communication Plan

- **Goal(s)**
- **Situation Analysis**
 - Context
- **Target Audience**
 - Who do you want to reach?
- **Message/Action**
 - Keep it simple and relevant
 - Build in action
- **Channels**
- **Projected Results and Measurement**

Communication Planning

Step 1: Develop the Message

Guidelines for developing your message:

- Is message clear and consistent?
- Does message reflect the passion of group members?
- Does message reflect an issue that will engage community members?
- Are personal anecdotes part of the message?

Does the message:

- Command attention?
- Cater to the heart and the head?
- Call others to action?
- Communicate a benefit?
- Create trust?

Communication Planning

Step 2: Know Your Audience

Consider your audience:

- ___ Who is your audience?
- ___ What do they have to offer?
- ___ What is in it for them? How will they benefit?
- ___ Are you speaking their language?
- ___ Is your message tailored to them?
- ___ What is the ask?

Communication Planning

Step 3: Develop Media Strategies

Television Stations:

News Market	Type of Outlet	Name Station/Channel	Name of Contact	Deadline Information

Print Media:

News Market	Type of Outlet	Name Station/Channel	Name of Contact	Deadline Information

Radio:

News Market	Type of Outlet	Name Station/Channel	Name of Contact	Deadline Information

Communication Planning

Step 4: Consider Non-Media Communication

Type of Venue	Suitability	Date Initiated/ Success
Word of Mouth		
E-mail campaign		
Pamphlets		
Newsletters		
Websites		
Calendars		
Billboards		
Meetings		
Exhibits/Displays		
Presentations		
Events		
Other		

Marketing

- *Who* is your audience?
- *Why* are they important?
- *What* is your message?
- *How* and *Where* are you reaching them?
- *What* is the ask?

Stickiness

How to ensure that your ideas are understood and remembered and have a lasting impact – they change your audience's opinions or behaviors

Principles

- *Simplicity*: Find the core of your idea
- *Unexpectedness*: Generate interest and curiosity
- *Concreteness*: Be clear, *not* abstract
- *Credibility*: Build trust. Help people believe
- *Emotions*: Help people feel something
- *Stories*: Use stories as inspiration to give people energy to act

What Funders Want

- Organizational history/Staff competence
- Understanding of the issue
- Readiness
- Mission fit
- Sound approach
- Measurable and realistic outcomes → Impact
- Accountability
- Collaboration
- Cost effectiveness

Sustainability Planning Worksheet

Issue:

Desired Outcome:

Action Steps	Person Responsible	Timeline for Completion	Anticipated Barriers	Measure of Successful Completion

Integration of Efforts

- *What other community efforts are happening in your community?*
- *Who are the key groups/organizations involved?*
- *Should your coalition be involved? Why or Why not?*
- *Are there any opportunities for collaboration?*

Community Champions

Who are your Community Champions?

1. _____

2. _____

3. _____

4. _____

5. _____

Resources

- www.odh.ohio.gov
- www.cdc.gov
- www.census.gov
- www.ctb.ku.edu
- www.foundationcenter.org
- www.fedgrants.gov
- www.forumforfundraising.com
- www.gih.org
- www.hria.org
- www.samhsa.gov