2011: Building a healthy future

Regional Workshop Building and Sustaining Effective Community Coalitions

June 7, 2011
8 Steps to Building & Sustaining Effective Coalitions

Cook Children’s Health Care System
Regional Workshop
Ft. Worth, TX
June 2011

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Yorktown, Virginia
Joint Efforts – A word by any other name...

- Network
- Consortium
- Federation
- Partnership
- Advisory Committee
- Coalition
- Alliance
- Coalition

Group of individuals representing diverse organizations or constituencies who agree to work together to achieve common goals

(Feighery & Rogers, 1990)
Coalitions represent . . .

**Grasstips** – traditional leaders & groups in power

**Grassroots** – indigenous, emerging community leaders & groups
Benefits of Coalitions
Strength in Numbers
Strength in Relationships
Strength in Diversity
Strength in Resources
Challenges of Coalitions

- Risk losing autonomy, competitive edge, control
- Conflict over goals & methods
- Expend scarce resources (time, $, status, data)
- Delays in solving problems
Community Coalition Action Theory (CCAT)
Butterfoss & Kegler, 2009

Cooperation and Engagement
Formation → Maintenance → Institutionalization

Coalition Membership
- Lead Agency/Convener Group
- Coalition Membership
- Processes
- Leadership & Staffing
- Structures

Collaborative Synergy
- Member Engagement
- Pooled Resources

Community Change Outcomes
- Community Capacity
- Health/Social Outcomes

Assessment & Planning
- Implementation of Strategies

Community Context
<table>
<thead>
<tr>
<th>Research Study</th>
<th>Policy &amp; Health Related Outcomes</th>
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<tbody>
<tr>
<td>Adams 2000; <em>Pubic Health Reports</em> March - June 2000, 115; California Smoke-Free Cities (CSFC)</td>
<td>Local ordinance banning smoking</td>
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<td>Splett et al 2006; <em>Journal of School Health</em>, 76 (6); Minneapolis Public Schools Asthma Initiative</td>
<td>Visits to health offices were significantly lower in intervention schools</td>
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<td>Vasquez et al 2006; <em>Journal of Urban Health: Bulletin of the New York Academy of Medicine</em>, 83 (118)</td>
<td>Conversion of NYC’s bus fleet to clean diesel and installation of permanent air monitors in Harlem &amp; other “hot spots” by EPA</td>
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<td>Butterfoss et al 2006; <em>Health Promotion Practice</em>, Supplement Vol 7 (2)</td>
<td>Standardized asthma action plan &amp; authorization for medication endorsed by 7 school districts</td>
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<tr>
<td>Findley et al 2009; *Health Promotion Practice, Supplement Vol 10(2)</td>
<td>Coalition of 23 organizations helped 1000 CHWs incorporate immunization promotion into programs &amp; raised 4:3:1:3:3 rates for 19-35 moth olds from 80% -97% from 2003-07</td>
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</tbody>
</table>
Eight Steps to Sustain Coalitions
STEP 1
Clarify or Reaffirm Vision & Mission
Start with rapid SWOT Analysis

• **Strengths** - internal factors that allow coalition to take advantage of opportunities or reduce barriers

• **Weaknesses** - internal factors or challenges that prevent coalition from taking advantage of opportunities or reducing barriers

• **Opportunities** - external factors that allow coalition to take action, build membership, or improve community

• **Threats** - external factors that hinder goal attainment, sustaining momentum, or long-term survival
Vision Statement

• Shared by members & easily communicated
• Broad enough to include diverse viewpoints
• Inspiring & uplifting

________________ County will be a community that supports the health of all of its children
Engaging the community to improve children’s health in ____________ County
Slogan

• Phrase used to brand coalition or market it to public

• Short & “catchy”

Healthy Children, Healthy Families!
STEP 2
Community Ownership

Re-engage community partners to:
- Define issues
- Identify solutions & strategies
- Develop tools/resources to implement & evaluate strategies
To engage your community . . .

• Plan summit to educate county residents about child health issues

• Hold county forum for residents to educate coalition about community issues

• Have community group take coalition leadership on windshield tour

• Present assessment findings & draft Community Action Plan (CAP) to county groups & business leaders

• Hold legislative breakfast for key county leaders & local legislators to inform your advocacy agenda
STEP 3

Solidify Coalition Infrastructure & Processes
Coalitions Must Work on 2 Levels

Inward Work
Processes that build, nurture & maintain coalition

Outward Work
Task-oriented behaviors to achieve coalition goals
In essence, you must fly the plane, while you build it...

YouTube - EDS "Airplane"
Coalition Structures

- Vision, Mission & Goals Statements
- Roles & Responsibilities
- Organizational Chart
- Steering or Executive Committees
- Work Groups & Task Groups
- Bylaws & Guidelines
- Meetings
- Documents (agenda, minutes, rosters)
- Communication channels
Processes

- Decision-making
- Problem-solving/Conflict resolution
- Orientation & Training
- Planning & Resource Allocation
- Evaluation
Recruit & Retain an Active, Diverse Membership

STEP 4
Member Roles & Responsibilities

- Provide strategic input for identified priority area
- Attend coalition meetings on a regular basis
- Collaborate to promote joint or shared activities
- Provide leadership to coalition and its work groups
- Assist in implementing activities & state plan
- Recruit new members
- Serve as a resource for developing initiatives
- Disseminate information/resources about prevention activities to own network & organization
- Identify resources to support coalition goals & objectives
- Advocate
I, ______________________ hereby commit to providing the following resources to AHAC to assist in creating a healthier suburban Cook County.

<table>
<thead>
<tr>
<th>Resources</th>
<th>In-kind</th>
<th>Cash</th>
<th>Time</th>
<th>Other</th>
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Signature: ________________________________
Date: ________________________________
Partnership Member Sectors

- Labor & Employment (Business)
- Professional/Trade Associations
- Advocacy & Special Interest (Parents & Families)
- Law Enforcement
- Community-based Organizations (CBOs)
- Medical/Health/Insurers
- Media
- Academic/Education
- Government/Legislative
- Religious/Faith-based
- Youth Organizations
Why Members Leave . . .

- Bored
- Don’t feel included or respected
- Disagree/conflict with others
- Unclear roles or duties
Improve Member Retention

• Create positive social interactions
• Provide visibility, credit & decision-making influence
• Provide access to information/resources
• Make partnership efficient & effective
• Provide orientation/training; link new members to veterans
• Provide varied, fulfilling opportunities to participate
• Appreciate need to vary involvement over time

Butterfoss, 2007; Sofaer, 2001
STEP 5
Develop Coalition Leaders
Competent Coalition Leaders

✓ Create clear & shared vision
✓ Build cohesion & community participation
✓ Increase members’ satisfaction & engagement
✓ Increase efficiency & task orientation
✓ Create effective programs
✓ Change community & systems
Transformational Leadership Factors

1. **Charisma, or idealized influence** - role models with high standards of moral & ethical conduct

2. **Inspirational motivation** - communicate high expectations; inspire followers to be committed to shared vision

3. **Intellectual stimulation** - stimulate followers to innovate & challenge beliefs of self, leader & organization

4. **Individualized consideration** – support/listen to followers & coach them to be actualized or empowered

Bass, 1985
Transformational Leadership

- Idealized Influence
- Individualized Consideration
- Inspirational Motivation
- Intellectual Stimulation

Transactional Leadership ➔ Expected Outcomes ➔ Outcomes Beyond Expectation
Transformational Leaders

Mahatma Gandhi  
Martin Luther King  
Mother Theresa  
Michelle Charters
Transformational Leaders

1. Let go of things others can do
2. Encourage ideas & risk-taking
3. Ensure that people have goals & know how they’re doing
4. Delegate to challenge, develop & empower
5. Coach to ensure success
6. Reinforce good work & attempts
7. Share information, knowledge & skills
8. Value, trust & respect each individual
9. Provide support without taking over
10. Practice what they preach
Leadership Incentives

• Network w/other community leaders
• Develop transferable leadership skills
• Represent coalition via media/other settings
• Represent coalition at national/grantee mtgs.
• Increase own organization’s visibility & respect
• Add community service experience to resumes
• Get letters of reference/recommendation
STEP 6
Market Your Coalition
Market Your Coalition

• Clarify coalition’s product – its agenda
• Brand the coalition – logo, mission, byline
• Simplify the message
• Decide who will carry message & how
• Focus on data/accomplishments to build value & credibility
STEP 7

Focus on Action
Advocacy &

CoalitionsW
Choose Promising Strategies

- Is strategy acceptable to your coalition & funders?
- Evidence of its impact?
- Is anyone else already doing it?
- Can you replicate & modify it?
- Potential/actual resources available to do it?
- Political will to support it?
- Have you contacted anyone who has done it before?
- What will make it succeed for you?

Rabinowitz, 2009
Strategies

- Sugar sweetened beverage tax
- Physical Education
- Breastfeeding
- Model Communities (e.g. complete streets, multimodal planning & mapping, addressing land use, signage)
- Model Schools (e.g., vending machines, PE, safe routes to school)
Effective Coalition Advocacy works when...

- Cause or issue is ‘right’
- Advocates represent power in numbers
- Issues, opposition & climate of opinion about issue is well researched
- Advocates are skilled in using advocacy tools (including media)
- Effective strategies/tactics are chosen
Developing an Advocacy Strategy

• Choose issues that are compelling to get people moving & are feasible to accomplish in 1-2 yrs

• Be a resource - build relationships w/decision makers

• Use strategies that get the job done: Educate decision makers & advocate for action (adopt policy, write editorials, vote)

• Understand opposition: Choose mix of messengers – constituents & experts

• Translate legislative procedures to partners & share credit for victory

Advocacy Institute, 2005
Advocacy

• Virginians for a Healthy Future tobacco tax increases (Sept ‘06, ‘09); local restaurant smoking bans (Dec ‘09)

• PIV’s Human Papilloma Virus Vaccine Law (2008)
STEP 8
Evaluate your Coalition
Coalition Evaluation

- **LEVEL 1:** Coalition infrastructure, process or function

- **LEVEL 2:** Coalition interventions

- **LEVEL 3:** Health/social status or community change (environment, policies & practices)
Sample Short-term Outcome Measures - Level 1

- # of coalition meetings in past year
- # members from priority population attended training
- # of staff members certified in media training
- Level of satisfaction of coalition members
- # hours contributed by volunteers
Sample Intermediate Outcome Measures – Level 2

- Increased knowledge about nutrition
- Improved cultural awareness of priority population
- Increased self-efficacy about tobacco cessation
- Improved skill in advocacy
- Improved behaviors (e.g., attending exercise classes)
- New policy – insurance coverage for medical supplies
- New clinic referral practice
- Increased treatment options
Sample Long-term Outcome Measures – Level 3

• Sister coalition formed in adjacent community

• Long-term funding obtained by coalition

• Institutionalization of coalition intervention existing agency

• Decreased rates of substance use, decreased initiation of smoking by teens, decreased DUI rates
Outcomes:
More than just numbers!

• **Membership**: # of members less important than sectors they represent & how they participate (leader role, active in WGs)

• **Attendance**: # of members attending meetings not as meaningful as consistent attendance

• **Strategies**: # of people reached by strategies not as critical as whether they represent priority/intended population & whether strategies were robust enough to cause change
# Sources of Data

<table>
<thead>
<tr>
<th>Category</th>
<th>Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Existing Information</strong></td>
<td>Coalition documents: reports, rosters, newsletters, minutes</td>
</tr>
<tr>
<td></td>
<td>Existing databases &amp; websites</td>
</tr>
<tr>
<td></td>
<td>Agency, media &amp; business records</td>
</tr>
<tr>
<td><strong>People</strong></td>
<td>Coalition members</td>
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<tr>
<td></td>
<td>Participants or clients</td>
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<tr>
<td></td>
<td>General public</td>
</tr>
<tr>
<td></td>
<td>Key informants - funders, stakeholders</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>Actual events, activities, practices</td>
</tr>
<tr>
<td></td>
<td>Before &amp; after pictures</td>
</tr>
<tr>
<td></td>
<td>Maps, charts</td>
</tr>
</tbody>
</table>
A Dozen Data Collection Methods

1. **Survey** - mailed, electronic, in-person, phone
2. **Interviews** - in-person, phone, focus group
3. **Group Assessment** - forum, Delphi technique, Nominal Group Process
4. **Observation** - use trained interviewers
5. **Case Study** - multiple data sources & methods
6. **Formal Review** - by peers, panel, experts, review committee
7. **Portfolio Review** - work samples to rate quality & scope
8. **Document Review** - content analysis to assess & summarize
9. **Testimonials** - responses/reactions by key participants
10. **Tests** - standard measures of knowledge, skill, performance, physiology
11. **Photographs/videos** - visual images & stories
12. **Diaries/Journals/Logs** - chronological records; personal views
Instruments & Tools

- Coalition Effectiveness Inventory (CEI)
- Meeting Effectiveness Inventory (MEI)
- Teamwork surveys
- Collaboration & Inclusivity Checklists
- Member Satisfaction Surveys
- Member & Leader Interviews
Steps to Coalition Success

1. Clarify/reaffirm vision & mission
2. Create ownership of coalition
3. Solidify coalition infrastructure & processes
4. Recruit & retain active, diverse membership
5. Develop transformational leaders
6. Market your coalition
7. Focus on action & advocacy
8. Evaluate your coalition
“Be the change you want to see in the world.”

Mahatma Gandhi
1869-1948
REFERENCES


CADCA Online Store for Primers & Strategizers http://www.cadca.org/shopcart/