Building and Sustaining Effective Coalitions

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What affects our health status?

Health Outcomes
- Mortality (length of life) 50%
- Morbidity (quality of life) 50%

Health Factors
- Health behaviors (30%)
  - Tobacco use
  - Diet & exercise
  - Alcohol use
  - Sexual activity
- Clinical care (20%)
  - Access to care
  - Quality of care
- Social and economic factors (40%)
  - Education
  - Employment
  - Income
  - Family & social support
  - Community safety
- Physical environment (10%)
  - Environmental quality
  - Built environment

Policies and Programs

County Health Rankings model ©2012 UWPHI
# Determinants of Health

<table>
<thead>
<tr>
<th>Human Biology</th>
<th>How we live</th>
<th>Access to Health Care</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Genes</strong></td>
<td><strong>Environment</strong></td>
<td><strong>Lifestyle</strong></td>
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<tr>
<td><strong>Aging</strong></td>
<td>• Air, water, land</td>
<td>• Diet/Nutrition</td>
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<td>• Built environment</td>
<td>• Physical activity</td>
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<td></td>
<td>• Poverty</td>
<td>• Smoking</td>
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<tr>
<td></td>
<td>• Employment</td>
<td>• Alcohol</td>
</tr>
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<td></td>
<td>• Social exclusion</td>
<td>• Other Drugs</td>
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<td></td>
<td>• Social environment</td>
<td>• Sexual behavior</td>
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<td>• Education</td>
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<td>• Transportation</td>
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</table>
Socio-Ecological Model

- **Policies and Systems**: Local, state, and federal policies and laws, economic and cultural influences, media
- **Community**: Physical, social and cultural environment
- **Organizations**: Schools, worksites, faith-based organizations, etc
- **Relationships**: Family, peers, social networks, associations
- **Individual**: Knowledge, attitudes, beliefs

Health Impact Pyramid

Factors that Affect Health

- Smallest Impact
  - Counseling & Education
  - Clinical Interventions
  - Long-lasting Protective Interventions
  - Changing the Context to make individuals' default decisions healthy
  - Socioeconomic Factors

Examples
- Eat healthy, be physically active
- Rx for high blood pressure, high cholesterol, diabetes
- Immunizations, brief intervention, cessation treatment, colonoscopy
- Fluoridation, 0g trans fat, iodization, smoke-free laws, tobacco tax
- Poverty, education, housing, inequality

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.

http://www.healthcare.gov/center/councils/nphphc/draftframework_pdf
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 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.

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

<table>
<thead>
<tr>
<th>Complete</th>
<th>Needs Work</th>
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</table>

### 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
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

MISSION

GOALS & OBJECTIVES

STRATEGIES

Logic Model
Action Plan
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.
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!
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.
**Creating a Mission Statement**

- Large group brainstorm one/two word descriptions on the values of the coalition.

- List all words/phrases on newsprint.

- Have group divide into small groups.

- 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

S - Specific – does it clearly state what will be achieved?

M - Measurable – is it measurable?

A - Achievable – is it attainable?

R - Realistic – is it realistic with the resources you have?

T - Time – when will it be achieved?
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.
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:**

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Person Responsible</th>
<th>Timeline for Completion</th>
<th>Anticipated Barriers</th>
<th>Measure of Successful Completion</th>
</tr>
</thead>
</table>
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:

<table>
<thead>
<tr>
<th>News Market</th>
<th>Type of Outlet</th>
<th>Name Station/Channel</th>
<th>Name of Contact</th>
<th>Deadline Information</th>
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</thead>
<tbody>
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### Print Media:

<table>
<thead>
<tr>
<th>News Market</th>
<th>Type of Outlet</th>
<th>Name Station/Channel</th>
<th>Name of Contact</th>
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### Radio:

<table>
<thead>
<tr>
<th>News Market</th>
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</table>
# Communication Planning

## Step 4: Consider Non-Media Communication

<table>
<thead>
<tr>
<th>Type of Venue</th>
<th>Suitability</th>
<th>Date Initiated/ Success</th>
</tr>
</thead>
<tbody>
<tr>
<td>Word of Mouth</td>
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<tr>
<td>E-mail campaign</td>
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<tr>
<td>Pamphlets</td>
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<tr>
<td>Newsletters</td>
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<td>Websites</td>
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<td>Calendars</td>
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<tr>
<td>Billboards</td>
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<tr>
<td>Meetings</td>
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<tr>
<td>Exhibits/Displays</td>
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<tr>
<td>Presentations</td>
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<tr>
<td>Events</td>
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<tr>
<td>Other</td>
<td></td>
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</tbody>
</table>
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:**

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</table>
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](http://www.odh.ohio.gov)
- [www.cdc.gov](http://www.cdc.gov)
- [www.census.gov](http://www.census.gov)
- [www.ctb.ku.edu](http://www.ctb.ku.edu)
- [www.foundationcenter.org](http://www.foundationcenter.org)
- [www.fedgrants.gov](http://www.fedgrants.gov)
- [www.forumforfundraising.com](http://www.forumforfundraising.com)
- [www.gih.org](http://www.gih.org)
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