



Getting your Community Coalition “Fired Up” for Change

**National Conference on Immunization &
Health Coalitions**

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Yorktown, Virginia



CoalitionsWork™



**To poke a wood fire is more solid
enjoyment than almost anything else in
the world.**

~Charles Dudley Warner



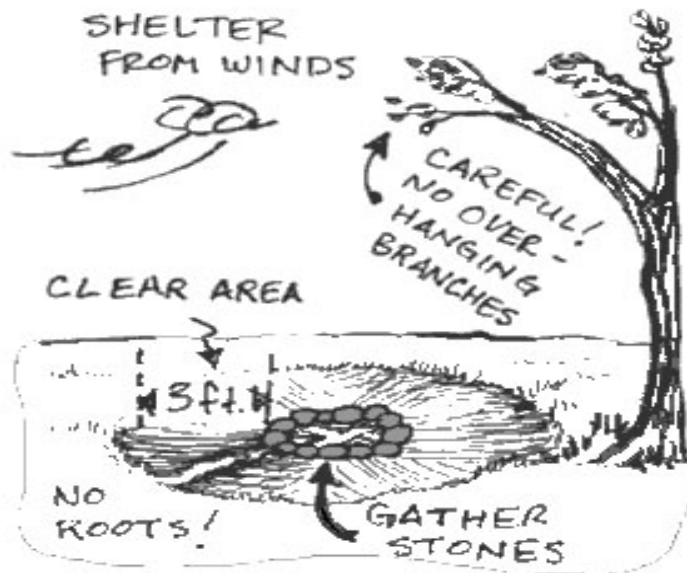
Part/Stage	Campfire	Coalition/Partnership
Before You Build It	<ul style="list-style-type: none"> • Make sure conditions are right (wind, humidity) • Decide on kind & purpose of fire, i.e. for warmth or recreation, size 	<ul style="list-style-type: none"> • Conduct environmental scan or assessment (community readiness) • Decide on kind & purpose of collaboration (formal/informal, size, networking or action)
Build It	<ul style="list-style-type: none"> • Gather the right kindling & wood • Build good base/infrastructure • Decide who will keep fire going 	<ul style="list-style-type: none"> • Gather the right people • Build structure for success (mission, roles, rules, work groups, by-laws) • Choose/develop leadership
Make It Work	<ul style="list-style-type: none"> • Start fire (spark, match, lighter fluid?) • Find source of ready fuel supply 	<ul style="list-style-type: none"> • Engage people in assessment and creating a plan of action • Motivate/encourage to commit, participate and share resources • Initiate strategies
Sustain It	<ul style="list-style-type: none"> • Build good base of coals • Feed fire when needed • Prepare for ebbing flames • Rebuild fire or prepare to douse when finished 	<ul style="list-style-type: none"> • Identify financial/in-kind support to maintain strategies long enough to achieve outcomes • Sustain energy/interest in work • Spin off strategies & change structure or processes if needed • Expand or end collaboration when goals are reached

Before You Build It



Before You Build a Campfire

1. Decide whether to build it or not – make sure conditions are right
2. Choose your fire site
3. Consider purpose of fire



Before You Build a Coalition



Consider purpose of collaboration (formal or informal, size, for networking or action)

Before You Build a Coalition

**Conduct
environmental scan
or assessment
(community
readiness)**

	SWOT Analysis	
	Helpful to achieving goals	Harmful to achieving goals
Internal coalition traits	Strengths	Weaknesses
External environmental traits	Opportunities	Threats

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

Build It



Build a Campfire

- Gather right kindling & wood
- Build good base/infrastructure
- Decide who will keep fire going

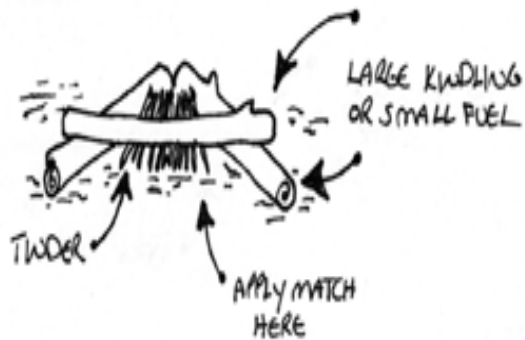


1=Tinder As big as needle or string. Dry, shredded material (cedar bark, grass, pine needles, pitch, milkweed fluff or wood shavings).

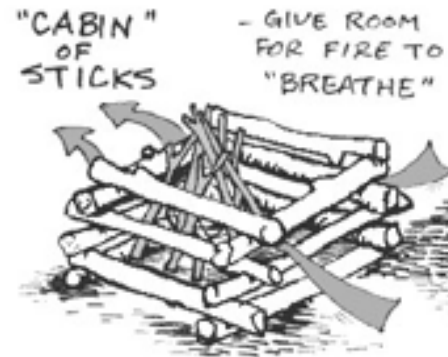
2=Kindling As big as a match or pencil. Wood splinters or small twigs can be snapped by hand.

3=Fuel wood Wood pieces as big as your arm. Different kinds of wood burn differently.

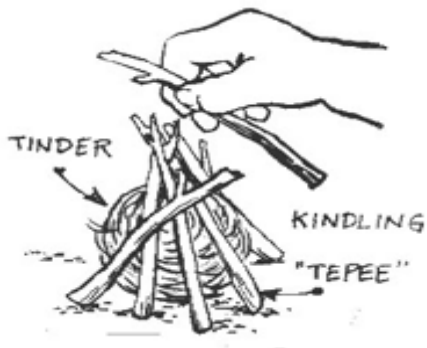
Types of Fires



A-Frame



Log Cabin



Teepee



Council Fire

Build a Coalition



Gather & train the right people & organizations

Coalition 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**


Annual Member Commitment Card

I, _____ hereby commit to providing the following resources to the (COALITION NAME) to assist in creating a healthier community.

Resources	In-kind	Cash	Time	Other

Signature: _____
Date: _____

Why Partners Leave . . .

- 
- **Don't feel included or respected**
 - **Disagree with leadership**
 - **Conflict with others**
 - **Unclear expectations/roles**

Build a Coalition



Build effective structures for success (mission, roles, rules, work groups, by-laws)

Vision

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

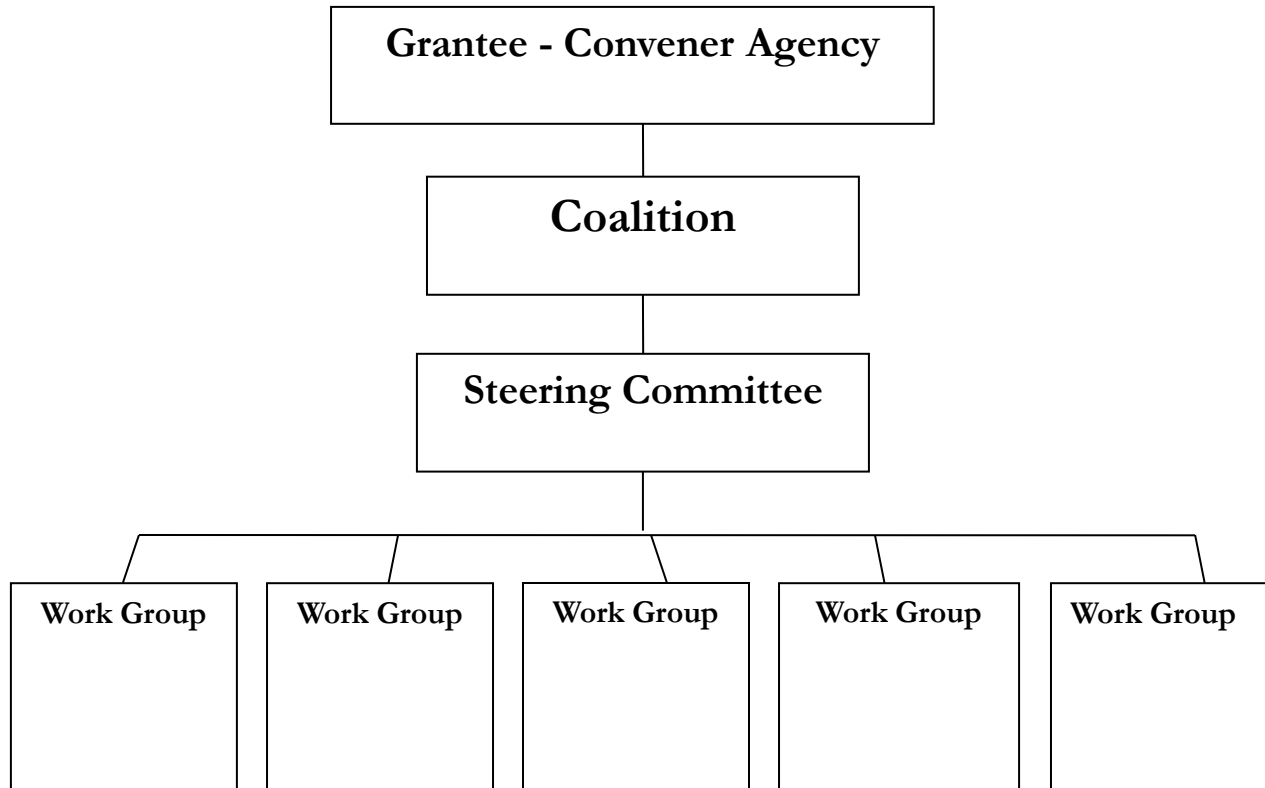
We envision a community where everyone is immunized and healthy!

Mission Statement

- **Describes what group is going to do**
- **Concise: Gets point across in 1 sentence**
- **Outcome-oriented: Explains outcomes coalition is working to achieve**
- **Inclusive: Doesn't limit sectors or strategies that may be involved in projects**

Partnering to provide education and access to immunizations across the lifespan for our community

Coalition Structure



Coalition Structures

The background of the slide features a photograph of ancient Greek ruins. Several tall, fluted columns are visible, some standing and others partially collapsed. The sky is a clear, deep blue, and the overall scene is bathed in a soft, golden light, suggesting a sunset or sunrise. The ruins are made of light-colored stone, and the columns have a distinct capital.

- ☐ 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

Build a Coalition



Choose/develop transformational leadership

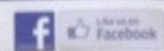


Building partnerships
for a healthier community.



Jenkins County
DIABETES COALITION

jenkinsdiabetes@gmail.com
(706) 389-JCDC(5232)



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Transformational Leadership Factors

- 1. Charisma, or idealized influence** - role models w/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 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

Transformational Leaders



Mahatma Ghandi



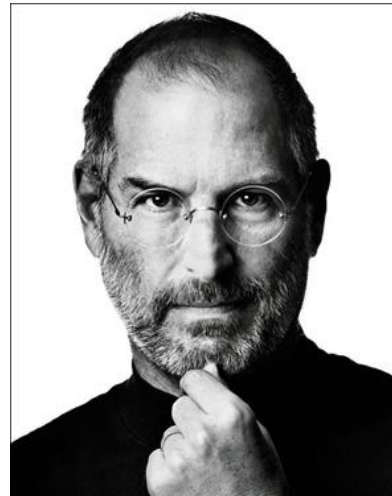
Martin Luther King



John F. Kennedy



Barack H. Obama



Steve Jobs



Mother Theresa

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**

Make It Work



Make Your Campfire Work

- Start the fire (spark, match, lighter fluid?)
- Find a source of ready fuel supply



Make Your Coalition Work



**Engage people in assessment
& creating an action plan**

Make Your Coalition Work



**Encourage organizations to commit,
participate & share resources**

Make Your Coalition Work



Initiate PSE strategies

Events/Programs vs. PSE Change

One time	Ongoing
Additive: often results in only short-term behavior	Foundational: produces behavior change over time
Individual level	Policy level
Not part of ongoing plan	Part of an ongoing plan
Short-term	Long-term
Not sustaining	Sustaining

Ideal Coalition Strategies

- **Resource identification, development, dissemination**
- **Addressing gaps in service/education**
- **Collaborative tasks**
- **Communication campaigns – public awareness**
- **Systems Change**
- **Advocacy**

Make Your Coalition Work

Strategies should . . .

- ✓ **Be well managed & use resources efficiently**
- ✓ **Focus on underlying causes & prevention**
- ✓ **Complement existing programs**
- ✓ **Be comprehensive, flexible & responsive**
- ✓ **Build shared purpose to overcome barriers/setbacks**
- ✓ **Be sustained long enough to accomplish objectives**

Schorr, 1995; Foster-Fishman et al, 2001

Sustain It



Sustain Your Campfire

- Build good base of coals
- Feed fire when needed
- Prepare for ebbing flames
- Rebuild fire or prepare to
- douse when finished



Sustain Your Coalition

**Identify
financial &
in-kind
support to
maintain
strategies
long enough
to achieve
outcomes**



Develop & Sustain Diverse Resources

- 1. Membership dues**
- 2. Line item budget allocations (e.g., Grantee or partner agency funds staff & operating expenses)**
- 3. Fund-raising events**
- 4. Individual & business donors**
- 5. Partner financial & in-kind contributions**
- 6. Local community grants & contracts**
- 7. Fees for Service (e.g., trainings & conferences)**

Sustain Your Coalition

**Sustain
energy
&
interest
in work**



Evaluate Your Coalition

- **LEVEL 3:** Health/social status or community change (environment, policies & practices)
- **LEVEL 2:** Coalition strategies
- **LEVEL 1:** Coalition infrastructure, process or function

LEVEL 3

LEVEL 2

LEVEL 1



Logic Model Shows...

**Inputs/
Resources**

**Strategies/
Activities**

Outputs

**Short-term
Outcomes**

**Intermediate
Outcomes**

**Long-Term
Outcomes**

**Available
resources,
fiscal &
human**

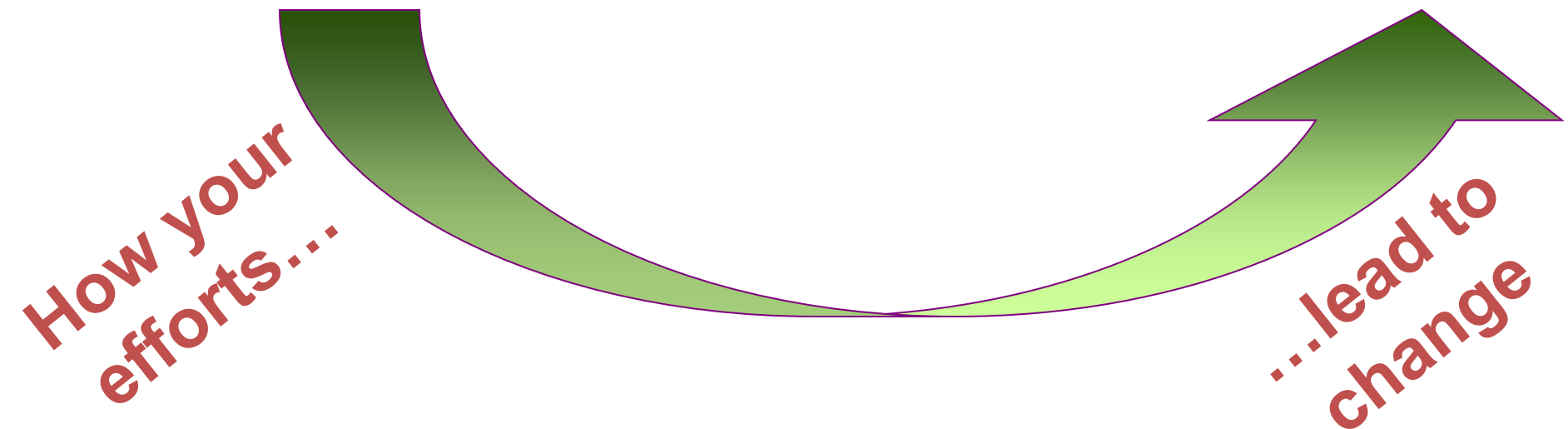
**Actions to
be taken;
action plan**

**Tangible
results or
products of
activities**

**Changes in
learning,
knowledge,
skills**

**Changes in
behavior
or practice**

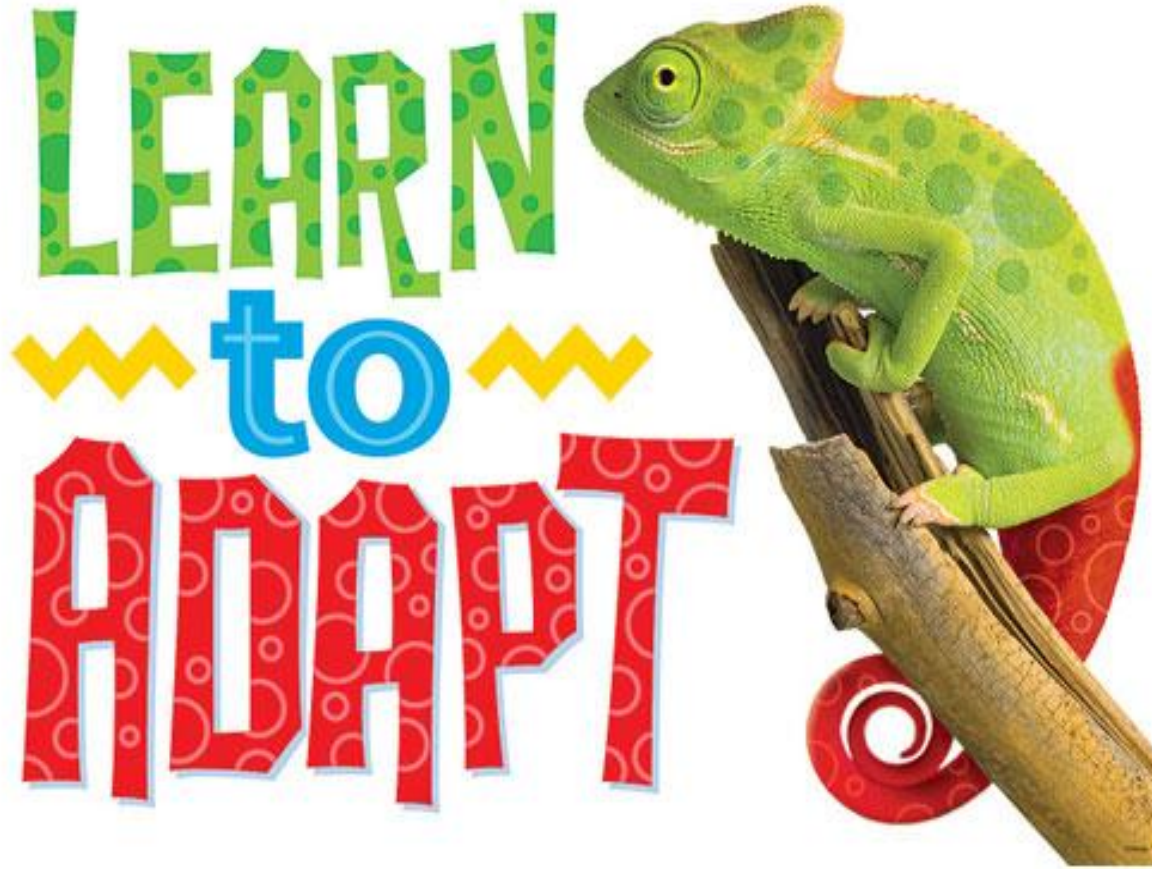
**Changes in
systems,
conditions or
environments**



Coalition Action Plan

Strategy	Action Steps (include timelines)	Defining Success (Specific outcomes, by when?)	Partners	Resources
				Barriers

Sustain Your Coalition

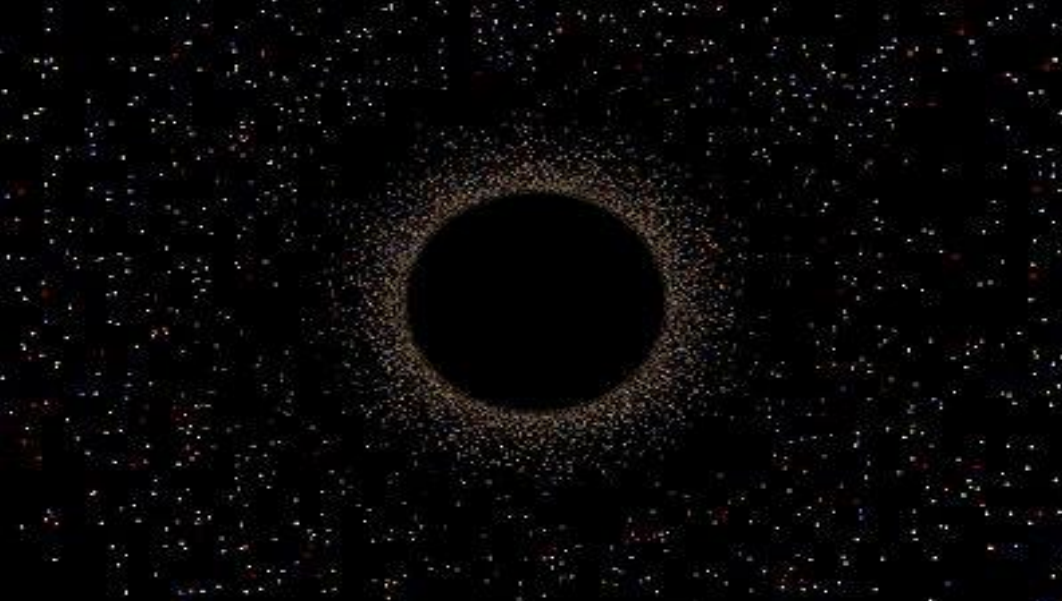


**Spin off
strategies
& change
structure or
processes
if needed**

Sustain Your Coalition



**Expand or
end
collaboration
when goals
are reached**



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**CAN CHANGE YOUR
COMMUNITY!**

**THANKS
FOR LISTENING.**

