Our Working Definition of Coalition…

A coalition is an alliance representing different sectors and/or perspectives on a common issue.

Formed around a common interest or problem for the purpose of uniting resources to be used towards a common goal.

Essentials to Coalition Success

- Clear common mission and goal(s)
- Diverse strengths, talents, expertise, perspectives
- Dedicated membership
- Shared responsibility and accountability

PROGRESS
Strengthening Coalitions

- Paid Staff
- Diverse Membership
- Collaboration local and state government agencies
- Regular Meetings
- Annual Initiatives
- Recognition
- Planning, Evaluation, and Feedback
Coalitions are like houses...

- **Partners & “Members”**
- **Mission**
- **Leadership & Core Members**
- **Constituents & Volunteers**
- **Initiatives & Activities**
When Do Coalitions Thrive?

Mission

Leadership & Core Members

Partners & “Members”

Initiatives & Activities

Constituents & Volunteers
Killer “Cs” of Coalitions

- Conflict
- Cliques
- Competing priorities
- Competing agendas
- Concentration of work
- Criticism
- Cash / Lack of funding
Keys to Coalition Success

- Sustainability
- Independence
- Planning and Focus
Strategic Planning
What is Strategic Planning?

A systematic process that brings consensus regarding priorities among the organization’s leadership.

Source: The Complete Guide to Nonprofit Management
What is a Strategic Plan, Really?

A plan that describes where the organization is going and how it will get there.
Why Create a Strategic Plan?

- Provide focus and clarity
- Convey mission to all levels of personnel
- Create performance measures
- Create a blueprint for success
- Build consensus
- Reenergize members
Elements of a Strategic Plan

- Mission Statement
- Vision Statement
- Goals
- Objectives
- Strategies
Developing a Strategic Plan

- Consultant
- Coalition member or partner with expertise
- Do-It-Yourself
Strategic Planning - Pt. I

- Constituent Building – Part I
- Internal Evaluation
- Environmental Assessment
- Plan Development
- Constituent Building – Part II
- Implementation
- Evaluation
SWOT Analysis

Assessment of internal and external factors that impact organization’s potential for success.

Strengths & Weaknesses (SW) – internal
Opportunities & Threats (OT) – external
Examples of Strengths

- Strong understanding of population
- Collaboration between agencies
- Large Budget
- Clinical expertise
Examples of Weaknesses

- Behind in technology
- Large number of staff vacancies
- Untapped creativity
- “Nearsighted” – not thinking “outside the box”
Examples of Opportunities

- Partner with outside agencies
- Pursue more RFPs
- Take lead on emerging public health issues
SWOT Analysis - Threats

- Increased chronic illness
- Change in health/public health environment
- Reductions in grant/program funding
Key Results Areas (KRAs)

Areas in which the organization must achieve success to grow and prosper.
Examples of Key Results Areas

- Increase visibility
- Strengthen clinical and support staff
- Increase partnerships
- Increase employee development
A Mission Statement Should…

- State organization’s purpose and/or the needs addressed
- State core business of the organization
- State organization’s principles and beliefs
Sample Mission Statement

To promote health and prevent disease through education, advocacy, linkage to resources, and treatment thereby improving the quality of life for County residents.
Goals Defined

- Outcome statement
- Define what organization desires to accomplish programmatically
- Reflect major action(s) of an organization
Example of Goals

1. By 2010, increase immunization rates and reduce preventable infectious diseases.
3. By 2010, promote respiratory health through better prevention, detection, treatment, and education efforts.
Objectives Defined

- Precise
- Time-based
- Measurable
- Related to goal(s)
- Begin with action verb
- Specify a date for accomplishment

All necessary for evaluation later!!!
Examples of Objectives

By 2010,

1.1 Reduce by 10% new cases of pertussis.

1.2 Reduce by 15% the number of new HIV cases among adults and adolescents.

1.3 Reduce asthma deaths by 20%.
Drafting Goals and Objectives

Review Key Results Areas (KRAs) and build around them.
Drafting Strategies

Describe how you will accomplish objectives:

- Action-oriented
- Do not have to be measurable
- Specific
- Detail “players” and activities
<table>
<thead>
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<th>Objectives</th>
<th>Strategies</th>
<th>Responsibility / Action</th>
<th>Due Date</th>
<th>Performance Measure</th>
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<td></td>
<td>1.1.1 First strategy here</td>
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<td><strong>Write your first objective here</strong></td>
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Recruit & Reenergize Membership Through:

Open Space Technology
Open Space Technology

- Form of conferencing that considers:
  - Human desire for socializing and networking
  - West African village norms and Native American traditions

- “Chaotic, productive, and fun”
- Can be tailored to most settings
- An inexpensive alternative to a Strategic Planning Retreat
How OST Works

- “Passionate people” announce passion, meeting time, and location
- Participants choose meeting
- Meeting participants discuss and identify priorities
- Participants accept responsibility for implementing “passionate priorities”
Key OST Principles

1. Everyone who comes must be passionate about something.
2. Whoever comes is in the right place.
3. Whatever happens is the only thing that could have.
4. Whenever it starts is the right time.
5. When it is over, it is over.
Law of Two Feet:

*If you find yourself in a situation where you aren’t learning or contributing, go somewhere else*”
OST Application to Coalitions

- Resulting “passion groups” become subcommittees
- Coalition selects priorities
- Subcommittees create goals and objectives for activities and initiatives
- Subcommittees report on ideas
- Leadership monitors progress
Let’s Try It
Strategic Programs
What is a Program?

A collection of organizational resources that is geared to accomplish a certain major goal or set of objectives.

¹ Carter McNamara, MBA, PhD,
Why Have Programs in Coalitions?

- Provide direction and perspective
- Create or strengthen structure
- Garner “buy-in”
- Create vehicle for cohesion
- Solicit partners and funding
- Mechanism to measure effectiveness of efforts
Cornerstones of Program Planning

- Ties into mission
- Ties into strategic plan
- Involves appropriate internal and external parties
- Uses team approach
Programs are Systems

- Inputs
- Processes
- Outputs
- Outcomes
- Feedback
"You Get Out What You Put In"

**Program Development**
Planning – Implementation – Evaluation

**Program Action - Logic Model**
- **Inputs**
  - Activities
  - Participation

- **Outputs**
  - Short Term
  - Medium Term
  - Long Term

- **Outcomes - Impact**
  - What we invest
  - Type here
  - What we do
  - Type here
  - Who we reach
  - Type here
  - What the short term results are
    - Learning
    - Type here
  - What the medium term results are
    - Action
    - Type here
  - What the ultimate impact(s) is
    - Conditions
    - Type here

**Evaluation**
Focus - Collect Data - Analyze and Interpret - Report
What is a Logic Model?

Focuses attention on HOW the program will achieve the desired outcome(s) and WHY specific strategies were selected.

Logic drives activities.
Inputs

The resources needed to run the program

- Money
- Facilities
- Consumers / Patients
- Employees
Process

How the program’s activities will be completed
Outputs

Tangibles; What actually is produced:
- Number of people served
- Number of items produced
Outcomes

**Impact** on the consumer / patient, eg.:
- Improved health
- Increased immunization rates
- Enhanced work safety
Getting There

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

- Why do we want to create a program?
- What are the goals and objectives?
What?

- What are we going to do?
  - What are the program features?
How?

- How are we going to implement the program?
  - What are the strategies and activities?
  - How will we fund it?
Who?

- Who is going to do the work?
  - Planning?
  - Funding?
  - Implementation?
  - Evaluation?
When?

- When will we start and end the program?
  - Is it seasonal, annual, ongoing?
Where?

Where will the program be implemented?

- In what setting?
- Using what vehicle?
- In how many settings?
Program Planning Considerations

- Goal(s)
- Objectives
- Strategies
- Evaluation
  - Data collection
  - Evaluation process
  - Reporting
  - Action
- Resources/Budget
Project Evaluation

- Should be considered during program development
- Employed at various stages of program implementation

Types of evaluation
- Formative
- Process
- Outcome
Let’s Try It
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