Getting your Community Coalition “Fired Up” for Change

National Conference on Immunization & Health Coalitions

May 22, 2014

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

~Charles Dudley Warner
<table>
<thead>
<tr>
<th>Part/Stage</th>
<th>Campfire</th>
<th>Coalition/Partnership</th>
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</table>
| **Before You** | **Build It** | • Make sure conditions are right (wind, humidity)  
• Decide on kind & purpose of fire, i.e. for warmth or recreation, size | • Conduct environmental scan or assessment (community readiness)  
• Decide on kind & purpose of collaboration (formal/informal, size, networking or action) |
| **Build It** | • Gather the right kindling & wood  
• Build good base/infrastructure  
• Decide who will keep fire going | • Gather the right people  
• Build structure for success (mission, roles, rules, work groups, by-laws)  
• Choose/develop leadership |
| **Make It Work** | • Start fire (spark, match, lighter fluid?)  
• Find source of ready fuel supply | • Engage people in assessment and creating a plan of action  
• Motivate/encourage to commit, participate and share resources  
• Initiate strategies |
| **Sustain It** | • Build good base of coals  
• Feed fire when needed  
• Prepare for ebbing flames  
• Rebuild fire or prepare to douse when finished | • 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)

<table>
<thead>
<tr>
<th>SWOT Analysis</th>
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<tbody>
<tr>
<td>Helpful to achieving goals</td>
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<tr>
<td>Harmful to achieving goals</td>
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<tr>
<td>Internal coalition traits</td>
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<tr>
<td>Strengths</td>
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<tr>
<td>Weaknesses</td>
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<tr>
<td>External environmental traits</td>
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<tr>
<td>Opportunities</td>
</tr>
<tr>
<td>Threats</td>
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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
I, ______________________ hereby commit to providing the following resources to the (COALITION NAME) to assist in creating a healthier community.

<table>
<thead>
<tr>
<th>Resources</th>
<th>In-kind</th>
<th>Cash</th>
<th>Time</th>
<th>Other</th>
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</table>

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

Grantee - Convener Agency

Coalition

Steering Committee

Work Group
Work Group
Work Group
Work Group
Work Group
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
Build a Coalition

Choose/develop transformational leadership
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 Leadership

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

Transactional Leadership → Expected Outcomes → Outcomes Beyond Expectation
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
Initiate PSE strategies
<table>
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<tr>
<th>Events/Programs vs. PSE Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>One time</strong></td>
</tr>
<tr>
<td>Additive: often results in only short-term behavior</td>
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<tr>
<td>Individual level</td>
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<tr>
<td>Not part of ongoing plan</td>
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<tr>
<td>Short-term</td>
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<tr>
<td>Not sustaining</td>
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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
### Logic Model Shows...

<table>
<thead>
<tr>
<th>Inputs/Resources</th>
<th>Strategies/Activities</th>
<th>Outputs</th>
<th>Short-term Outcomes</th>
<th>Intermediate Outcomes</th>
<th>Long-Term Outcomes</th>
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<tbody>
<tr>
<td>Available resources, fiscal &amp; human</td>
<td>Actions to be taken; action plan</td>
<td>Tangible results or products of activities</td>
<td>Changes in learning, knowledge, skills</td>
<td>Changes in behavior or practice</td>
<td>Changes in systems, conditions or environments</td>
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What you do... lead to change
## Coalition Action Plan

<table>
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<tr>
<th>Strategy</th>
<th>Action Steps (include timelines)</th>
<th>Defining Success (Specific outcomes, by when?)</th>
<th>Partners</th>
<th>Resources</th>
<th>Barriers</th>
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Sustain Your Coalition

Spin off strategies & change structure or processes if needed

Learn to Adapt
Sustain Your Coalition

Expand or end collaboration when goals are reached
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CAN CHANGE YOUR COMMUNITY!
THANKS FOR LISTENING.