Coalition Health: Building Toward Success

May 2014

Victor Colman & Robbi Kay Norman
<table>
<thead>
<tr>
<th>Build Partnerships</th>
<th>Identify the Issue</th>
<th>Determine Options</th>
<th>Review Feasibility</th>
<th>Develop Advocacy Plan</th>
<th>Implement and Enforce</th>
<th>Evaluate Outcomes</th>
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<tbody>
<tr>
<td><strong>Who is involved and how?</strong></td>
<td><strong>Should something be done?</strong></td>
<td><strong>What should be done?</strong></td>
<td><strong>Can it be done?</strong></td>
<td><strong>How to get the idea into policy?</strong></td>
<td><strong>How to make the PSE idea come alive?</strong></td>
<td><strong>What happened? What difference did it make?</strong></td>
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<td>Partnerships are core to all stages of PSE development</td>
<td>Is there a problem?</td>
<td>Chose type/level of PSE needed</td>
<td>Prioritize your PSE options based on the criteria below</td>
<td>Know your authorizing environment</td>
<td>Implementation planning</td>
<td>Short-term outcomes</td>
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<td>Community identification</td>
<td>What are the contributing factors?</td>
<td>• Federal</td>
<td>• Capacity and resources</td>
<td>• Ensure adequate resources</td>
<td>• Degree of implementation?</td>
<td>• Magnitude of PSE enforcement?</td>
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<tr>
<td>Shared goal</td>
<td>Is the data compelling (burden of the problem)?</td>
<td>• State</td>
<td>• Lobbying vs. advocacy</td>
<td>• Deploy media to educate about policy</td>
<td>• Foundation built for PSE enforcement?</td>
<td>• Funds dedicated to implementation?</td>
</tr>
<tr>
<td>Coalition building • Leadership development • Engaging the Community Wheel • Role clarity in advocacy and lobbying</td>
<td>Urgency and timing</td>
<td>• Local</td>
<td>• Choose your PSE pathways</td>
<td>• Collect baseline data</td>
<td>Long-term outcomes</td>
<td>Coalition Cohesiveness</td>
</tr>
<tr>
<td>• Assessing health equity (Does it unequally impact the population?)</td>
<td>Collection of proven PSE change ideas</td>
<td>• Institutional</td>
<td>Programmatic</td>
<td>• Counteract obstacles and constraints</td>
<td>• Was there any measurable change in behavior (norms)?</td>
<td>Policy Modification (process begins again)</td>
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<tr>
<td></td>
<td>• Evidence-based</td>
<td>• Level of complexity?</td>
<td>• Who will implement?</td>
<td>• Re-deploy media to shape new norms</td>
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<tr>
<td></td>
<td>• Cost-benefit (ROI)</td>
<td>• Enforcement: who/how?</td>
<td>• Can impacts be measured?</td>
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<td></td>
<td>• How expensive to implement?</td>
<td>• Social</td>
<td>• Connection to community values</td>
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<td></td>
<td>• Check biases and assumptions of key partners</td>
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<td>• Magnitude of impact on the community</td>
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<td></td>
<td></td>
<td></td>
<td>• Unintended consequences</td>
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CONTINUUM EXERCISE
I. **Recognize** the power of building lasting partnerships and collaborations.

II. **Understand** coalition typologies and become comfortable assessing what type of coalition falls into which category.

III. **Recognize** how to evaluate coalition effectiveness.

IV. **Learn** how to elevate your coalition experience.
Successful policy work is more than just good ideas; it is about the “who” – people, relationships, partnerships and collaborations.

“If we are together nothing is impossible. If we are divided all will fail.” – Winston Churchill
PARTNERSHIPS AND COLLABORATIONS
Three Reasons to Develop Partnerships and Alliances

1. Better Chance of Success
   - Program development
   - Policy and systems change
   - Funding and sustainability

2. Multiple Messengers

3. Less Work for You (and Your Agency)
Partnerships and Collaboration: Creating Effective Structures

- **Cooperation/Communication** (networking): Share information.

- **Coordination:**
  Some effort made to develop joint endeavors.

- **Collaboration/Integration:**
  Development of common agenda (program, policy)
## Spectrum of Stakeholder Engagement

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<th>Intensity Level</th>
<th>Description</th>
<th>Characteristics</th>
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| **Lower Intensity** | **Informal Coordination** | - **Goals**: Goals are set by a lead organization and then partners are sought to support it.  
- **Governance**: This does not include any stakeholder governance authority.  
- **Resources and Rewards**: Information exchanged in order to allow each organization to better support the identified goal.  
- Dialogue encouraged among grassroots community groups, agencies, and organizations. |
| **Cooperation** | Describes a collection of diverse stakeholders that identify and shape joint efforts.  
This level of engagement can provide a mechanism to organize, plan, and implement common goals. | - **Goals**: Common goals are identified with stakeholder input.  
- **Governance**: This does not include any stakeholder governance authority.  
- **Resources and Rewards**: Stakeholders can provide the basis for new products, ideas, services, and processes.  
- Organizations and stakeholders may develop or modify some joint activities to better meet the common goals.  
- Share information and/or coordinate events together so there are no conflicts. |
| **Collaborative** | Describes a formal assembly of stakeholders with unique knowledge and skills.  
This level of engagement allows for recommendations and guidance regarding direction, implementation and resourcing of the shared goals. | - **Goals**: Common goals and priorities are identified and agreed to by stakeholders.  
- **Governance**: This can include formal project governance, including written agreements that detail project charter and any bylaws.  
- **Resources and Rewards**: Stakeholders provide guidance and expertise regarding strategic planning, political climate, or funding opportunities.  
- Organizations and stakeholders may develop joint staffing or funding models to better meet goals and priorities.  
- Regular project updates are provided for stakeholder guidance and input. |
| **Higher Intensity** | **Formal Public/Private Partnership** | - **Goals**: Vision, purpose and priorities are mutually set by the partnership.  
- **Governance**: This does include formal authority and structure to govern the project. Partners develop and adhere to written agreements that include:  
- Clear decision-making processes.  
- Transparent fiscal accountability.  
- Mutual fund development.  
- Shared staffing & volunteers.  
- **Resources and Rewards**: Resources are pooled or jointly secured for a longer-term effort that is managed by the partnership structure.  
- Risk and rewards are shared by all organizations in the partnership. |

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**Definition:** Describes a range of learning opportunities for interested stakeholders to further the goals set by the lead organization.

**Definition:** Describes a collection of diverse stakeholders that identify and shape joint efforts. This level of engagement can provide a mechanism to organize, plan, and implement common goals.

**Definition:** Describes a formal assembly of stakeholders with unique knowledge and skills. This level of engagement allows for recommendations and guidance regarding direction, implementation and resourcing of the shared goals.

**Definition:** Describes a venture that is jointly controlled, funded and operated by public, private, and community partners. This level of engagement assumes shared risks and rewards including leadership, accountability, and combined resources.
**PARTNERSHIPS AND COLLABORATION: EXERCISE**

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<th>TOOL A: DEFINING TYPE AND KIND OF COALITION</th>
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<tr>
<td><strong>COLLABORATION</strong></td>
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<td>LOWER INTENSITY ---------------→ HIGHER INTENSITY</td>
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1. DEFINE YOUR PARTNERSHIPS
2. ARE YOU SEEING FATAL FLAWS?
3. WHAT STEPS CAN YOU TAKE?
Who is a Community “Influencer”?

Anybody with the authority to distribute funding, resources, human capital - as well as community leaders or those connected to local policy makers.

Examples:
- Local, state or federal legislator; county commissioner; mayor;
- local boards of health or state health administrators; school board members; school board administrator; private business owners; non-profit executive directors (i.e., United Way);
- respected community member or natural community leaders (i.e., influential parents).
THE POWER OF COMMUNITY INFLUENCERS

Each encounter with any influencer is an opportunity to:

- Market your PSE health service goals.
- Expand or defend critical funding streams.
- Build initial steps to achieve greater public support of your efforts (includes positive media).

Ultimately, positive contact with community influencers can establish yourself and your partners as valuable resources for school health issues.
KNOW YOUR COMMUNITY
Example – School Setting

- What is the current administrative support and commitment to school health (i.e., is health in the district’s or school’s vision and mission statements and school improvement plans?)
- What individual or team currently guides health services at the district and school level?
- Who facilitates collaboration between the school and the community regarding school health issues?
- How has the community responded in the past to school health issues?
WHO SHOULD BE A PARTNER? WHO COULD BE A CHAMPION?

School Setting -- Example cont.

- Administrator / Principal / Board member
- School Nurse / Nurse Administrator / Director of Health Services
- Counselor / Director of Student Services
- Staff Safety / Wellness Program Coordinator
- Building Services Manager
- Classroom Teacher / Grade Level Team Leader / Curriculum Director / Health Educator Administrator
- Parent or Other Family Member / Child Caregiver
- Physical Education Teacher / Physical Education Director / Administrator
- Nutrition Services Coordinator / Nutrition Services Director / Cafeteria Manager
Fostering Champions – Opportunities

More Formal Communications

- Invite a decision-maker to address team or coalition meeting of your organization.
- Invite decision-makers to visit a successful program that you administer or work in.
- Use of recognition and awards of local “champions” that have supported your work.
More Informal Communications (spontaneous)

- Take advantage of opportunities (i.e., elevators, soccer games, other community settings).
- Be sure to get to your take-home message (even it is only 30 seconds).
- Could be an opportunity to set up time for a subsequent formal meeting.
Engaging Diverse Stakeholders as Messengers

Community Player = Diverse Partnerships

Diverse Partnerships = Multiple Messengers

Multiple Messengers = Better Outcomes
WHO: ENGAGING DIVERSE STAKEHOLDERS AS MESSENGERS FOR POLICY ADVOCACY

Power Analysis

- Who appears to have power? Who has the power?
- What is their self-interest?
- To whom do they listen?
- Who are allies?
- Who are opponents?
- Organizational risks?
### Power Analysis Worksheet

<table>
<thead>
<tr>
<th>Who are the most important individuals?</th>
<th>To whom must you talk before you approach them?</th>
<th>What is the self interest of each?</th>
<th>How do you influence them?</th>
<th>Who should approach each one?</th>
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Sustaining Your Coalition

Key Variables

- Clarity of roles and mission
- Strength in leadership
- Ability to influence and persuade
- Utilize influential champions
- Wide & diverse community involvement
- Adherence to clear values and principles
SUSTAINING YOUR COALITION

Key Variables -- cont.

- Meeting community needs and expectations
- Diversified funding
- Solid infrastructure and management
- Stakeholder engagement
- Adaptability
- Demonstrate positive outcomes
Maintaining Your Health

- Keep Members Engaged
- Ensure Growth
- Rotate Leadership
- Revise Action Plans
- Spotlight Products from Projects
Participate in determining the direction of the coalition

Share organization’s needs and concerns

Assist in goal setting

Implement activities

Attend meetings regularly

Serve as an ambassador or advocate
DEMONSTRATING VALUE

- Tracking our Work
- Evaluation and metrics
- Sharing Costs & Benefits
- Customer-Oriented Branding & Marketing
- Licensing Crosswalks
THE POWER OF VISIBILITY

Example Objectives:

- Host National Healthcare Coalition Conference with MESH and Northern Virginia Health Alliance.
- Submit to or engage in six publications, large conference presentations and awards.

The Seattle Times

PREPARE RESPOND RECOVER

The King County Healthcare Coalition

OUTSTANDING REGIONAL PARTNERSHIP
KING COUNTY HEALTHCARE COALITION
SEATTLE, WA

The 2012 National Healthcare Coalition Preparedness Conference
BUILDING CAPABILITIES THROUGH PARTNERHIPS

November 27th & 28th, 2012
Coxos Plaza Old Town Alexandria, VA

NATIONAL HOMELAND SECURITY CONFERENCE
COLUMBUS, OHIO 2012

OUTSTANDING REGIONAL PARTNERSHIP
KING COUNTY HEALTHCARE COALITION
SEATTLE, WA

VIEWPOINT

Before disaster, collaboration is critical

GUEST OPINION: Mike Spano

David Grossman
Coalition Pitfalls

- Mission creep
- Power of the lead fiscal agent
- Diversion of key staff
- Turnover
- Member Retention

“Watch your step!”
The Value of Evaluation

If you evaluate processes, outcomes, and impacts associated with coalition activities, its members can:

- Improve outreach and coordination skills
- Determine which strategies help the coalition achieve its ultimate goals most effectively
- Improve its reputation and credibility within the community
- Strengthen future fund development proposals
Coalitions can employ two basic types of evaluation, **process** and **outcome**:

- **Process**: How effective was the process by which the coalition attempted to achieve this goal?

- **Outcome**: What were the short, medium and long-term impacts of the specific efforts being measured?
Process questions in our school example might include:

- How actively are the current district policies monitored?
- How many times did coalition staff and members meet with local schools to encourage and support urgent injury/illness policies?
- How many schools received resources on how to communicate the proposed policy to key stakeholders?
Outcome / Impact questions might include:

- Did the schools that the coalition work with actually change their practices to incorporate the new injury/illness policy?
- Is a school health services coordinator designated to respond to health emergencies?
- Are other school health services staff and other school staff trained to respond to health emergencies?
- Did the new policy result in any measureable data related to better response to emergency related injury/illnesses (e.g., absenteeism)?
ASSESSMENT EXERCISE
Partnerships and Coalitions – Selected Resources

Stage 1: Coalitions and Partnerships

- [http://www.cdc.gov/CommunitiesPuttingPreventiontoWork/resources/foundational_skills.htm](http://www.cdc.gov/CommunitiesPuttingPreventiontoWork/resources/foundational_skills.htm)
- [www.coalitionswork.com](http://www.coalitionswork.com)
- [http://www.cadca.org/resources/detail/strengthening-partnerships-toolkit](http://www.cadca.org/resources/detail/strengthening-partnerships-toolkit)
Victor Colman & Robbi Kay Norman
http://uncommonsolutionssinc.com