“Getting the Most Out of Coalitions, Partnerships & Allies”

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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.
PARTNERSHIPS AND COLLABORATIONS
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)
DEFINING YOUR LEVEL OF ENGAGEMENT

1. Define Your Partnership Along the Spectrum

2. What Level of Engagement Would be Ideal?

3. Are You Seeing Structural Flaws?

4. What Steps Can You Take to Achieve Greater Partnership Engagement?
### Partnerships and Collaboration: Exercise

#### Tool A: Defining Type and Kind of Coalition

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<th>Collaboration</th>
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<td>Lower Intensity</td>
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<td>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).
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.
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 a 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.
Deploy Champions – Opportunities

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 if it is only 30 seconds).
- Could be an opportunity to set up time for a subsequent formal meeting.
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?
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<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
Know Your High Functioning Members

- 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.
Coalition Pitfalls

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

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
RESOURCES AND LINKS

✓ www.coalitionswork.com
✓ www.ctb.ku.edu
✓ www.copcwa.org
✓ www.kingcountyhealthcarecoalition.org
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