

WORKING TOGETHER FOR COMMUNITY CHANGE



**Mass Forum for Creating Healthier
Communities**

October 2008

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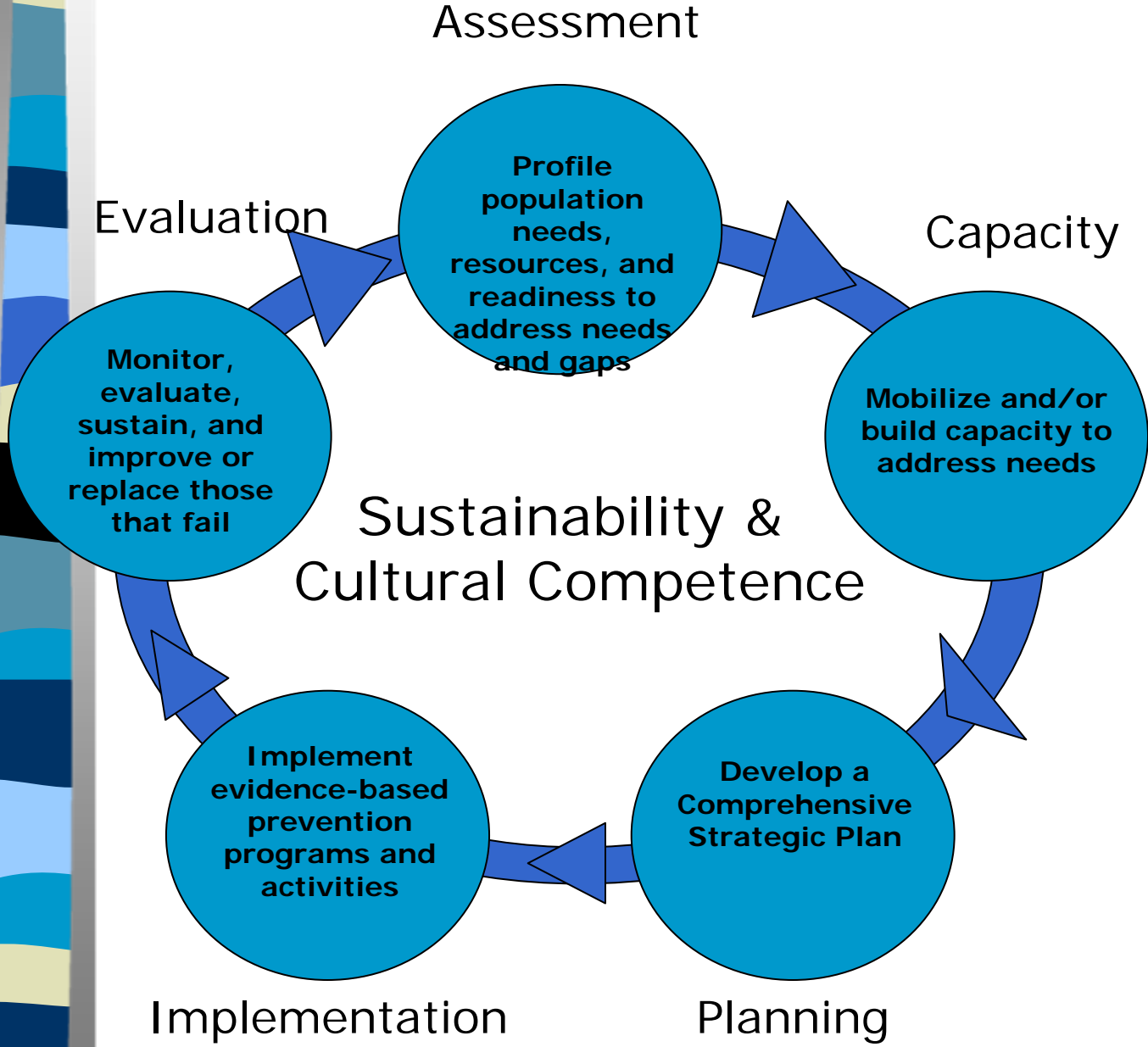


An Ecological Perspective: Levels of Influence for Health Related Behaviors and Conditions

Concept	Definition
Individual Factors	Individual characteristics that influence behavior, such as knowledge, attitudes, beliefs, and personality traits
Interpersonal Factors	Interpersonal processes, and primary groups including family, friends, peers, that provide social identity, support, and role definition
Institutional Factors	Rules, regulations, policies, and informal structures, which may constrain or promote recommended behaviors
Community Factors	Social network and norms, or standards, which exist as formal or informal among individuals, groups, and organizations
Public Policy	Local, state, federal policies and laws that regulate or support healthy actions and practices for disease prevention, early detection, control, and management

Source: K. Glanz and B. K. Rimer, *Theory at a Glance, A Guide for Health Promotion Practice*. U. S. Department of Health and Human Services. National Institutes of Health. September, 1997.

Strategic Prevention Framework





Why Community Coalitions?

- Address new and broader issues
- Develop widespread support for issues
- Encourage collaborative problem solving
- Create culturally relevant solutions
- Maximize the power of individuals
- Provide more cost effective and coordinated services- minimize duplication of services
- Leverage additional/new resources
- Increase communication within community
- Build Capacity



Definition of a Coalition

An organization of individuals representing diverse organizations, factions or constituencies who agree to work together in order to achieve a common goal.

- Feighery & Rogers, 1989

An organization of diverse interest groups that combine their human and material resources to effect specific change that members are unable to bring about independently.

- Brown, 1984



Characteristics of Effective Coalitions

- **Understanding of the “community”**
- **Shared Vision**
- **Clearly defined mission, goals, and objectives**
- **Early and active involvement of a broad cross-section of community members**
- **Clear/visible benefits to community-at-large**
- **Linkages to organizations outside the community**
- **Organizational Competence**
 - **effective leadership**
 - **clear, democratic decision - making process**
 - **experienced staff and volunteer**
 - **open and effective communication**
 - **trust**
 - **accountability**
 - **ability to manage conflict**
 - **effective use of resources**



Characteristics of Effective Coalitions

- **Organizational structure and function**
 - **governance**
 - **roles/responsibilities**
 - **distribution of work**
 - **formalized operating procedures**
 - **up-to-date technology**
- **Task done: provide opportunities for action and accomplishments- things are happening!**
- **Team spirit: hope and celebration**
- **Communicating message to community**
- **Time and persistence**
- **Continually assessing progress**
- **Plan to institutionalize/sustain efforts, if appropriate**

Sources: P. Mattessich, B. Monsey, and C. Roy, *Community Building: What Makes It Work*, Amherst H. Wilder Foundation 2001; T.Wolff and D. Foster, *Coalition Building: Basic Principles*. Area Health Education Center, 1990.



Potential Obstacles

- Poor communication
- Limited experience
- History of being ignored
- Resistant leaders
- Over-committed leaders
- Sense of powerlessness
- Not enough time
- Lack of transportation/child care
- Poor organization/unproductive meetings



Characteristics of Ineffective Coalitions

- Lack of leadership and teamwork
- Turf and competition
- Bad history between members
- Failure to act
- Dominance by professionals
- Poor links to the community
- Funding - too much or too little
- Costs outweigh the benefits



Characteristics of Ineffective Coalitions

- Lack of critical thought
- Ignoring history and environmental signs
- Complacency
- Not listening to consumers/customers
- Forgetting about quality
- No systems perspective
- Focusing on the short - term
- Lack of capacity building of members



Elements of Sustainability

- **Internal (Institutional) Capacity:** identify and address “maintenance” issues
 - Process for replacing members/cultivating new leaders.
 - Sound organizational structure to facilitate action/team spirit
- **Strategic Planning and Implementation**
 - Turning your vision and mission into reality
- **Financial Security**
 - Turning your vision and mission into reality
 - Develop resource plan with diverse funding stream
 - Cultivate in-kind (material, human) resources
- **Integration of Efforts:** institutionalize efforts by integrating programs, policies and services into other community initiatives
- **Communication-** cultivate buy-in and visibility
- **Turn to the community champions-** collaborative itself is woven into community fabric



Mobilization/Recruitment

Recruit a critical mass of participants

Why:

- Broad Representation
- Different Opinions
- More talent
- Create culturally relevant solutions
- More community support
- Leverage additional resources
- New community relationships

How:

- Develop a recruitment plan (who, what, where, when, why, how?)
- Identify potential throughout the community
- Methods of contacting potential members (face-to-face, phone, via letter)
- Involve people most affected by the problem



Mobilization/Recruitment

Recruit a critical mass of participants

Who:

- Agencies and groups already active in the issue (public health, medical personnel including doctors, nurses, dentists)
- Community leaders from government and the private sector who are opinion leaders and who control resources
- Major voluntary associations, religious institutions, social organizations, etc. around which community life revolves
- Local community development groups (community action agencies, etc.)
- Representatives from cultural groups in your community
- Community members, such as adults, parents, youth and the elderly



Mobilization/Engagement

Engage representation from a broad spectrum of key community sectors to find creative new approaches, build ownership, and ensure involvement when it is time for implementation.

Seven Practices of An Engaged Work Force “Social Capital Drivers”

- **E**stablish an Open Learning Environment
- **N**ourish teams and networks
- **G**enerate a sense of community
- **A**rrange work to minimize stress/maximize balance
- **G**row exceptional leaders
- **E**mbrace personal strengths
- **D**evelop the capacity for dialogue

Source: T. Norris, *Workforce Engagement*, 2003.



Mobilization/Engagement

How to keep people involved:

- Know your audience
- Recognize needs/strengths of members
- Support other interests of groups
- Recognize that groups are made up of individuals
- Match talent with coalition's needs - "FIT"
- Welcome participants
- Show appreciation
- Know yourself
- Remain organized - use meeting time wisely



Mobilization/Retention

Benefits for Members

- Use existing skills. Learn new information and skills-
“FIT”
- Gain personal recognition
- Improve the neighborhood or community
- Chance to help others
- Support the group’s important mission and goals
- Attend meetings that are welcoming, provide social opportunities, and are focused on the work of the group
- Networking opportunities inside and outside of meetings. Relationship building.
- Providing incentives and benefits for members.



Mobilization/Retention

Costs for Members

- Time, effort and other things people give up in other parts of their lives to participate
- Perceived lack of appreciation
- Burn Out
- Lack of necessary skills to function in the coalition
- Feeling pressured for additional commitment
- Unresolved interpersonal conflict
- Lack of organizational progress
- Lack of direction from leadership
- Giving up activities with family and friends

Activity: Cost/Benefit Analysis

Think of a group of which you are a member. Overall, how would you compare the benefits with the challenges of being a member of this group?

- Many more challenges than benefits.
- A few more challenges than benefits.
- About equal.
- A few more benefits than challenges.
- Many more benefits than challenges.

What keeps you coming back? Why did you leave?

Source: T. Wolff, Neighborhood Leadership Action Workbook, 1990.





Establishing Organizational Structure and Function

Creating a structure and ways of operating that help you to do your work efficiently and effectively

Before you Organize:

- What's the group's purpose?
- Is there another group in the community doing this work?
- Could your efforts be part of an existing structure?

Elements of Structure:

- Some kind of governance
- Rules/roles by which the members operate
- Distribution of work
- Formalization of operating procedures



Organizational Structure

Establish Advisory Body/Board of Directors to:

- Govern
- Recruit additional talents, skills, and other resources
- Oversee financial operations
- Maintain non-profit status
- Maintain the mission
- Legal responsibility
- Enhance and build community connections



Organizational Structure

Rules/Roles by Which Group Operates

- Roles of members (Officer, Chair). Clearly defined, with written description of roles and responsibilities
- Decision-making style/process

Distribution of Work

- Development of subcommittees to address particular activities
- General membership serving on and engaged in subcommittee work (standing, ad-hoc)



Organizational Structure

Formalization of Operating Procedures:

- Specific mission
- How decisions are made
- Voting rights
- Membership including member turnover and recruitment plan
- Leadership and Facilitation
- Committee structure and leadership
- Written description of roles and responsibilities of members
- Use of written agendas (with clearly defined outcomes) at meetings
- Written minutes and distribution of minutes
- Establishment of a regular meeting time
- Providing food/child care
- Debrief/assess meetings



Resources

- www.agmconnect.org
- www.census.gov
- www.ctb.ku.edu
- www.fconline.fdncenter.org
- www.fdncenter.org/searchzone
- www.fedgrants.gov
- www.forumforfundraising.com
- www.fundsnet.services.com
- www.gih.org
- www.granthelp.clarityconnect.com
- www.jointogether.org
- www.modelprograms.samhsa.gov
- www.nih.gov
- www.tmfnet.org