



**How can we create a
fellowship without the help
of magic or wizards?**

**We can create effective
partnerships & coalitions**

Overview

1. Make the case for coalitions & partnerships
2. Focus on essentials of building effective coalitions
3. Share lessons learned from other collaborative initiatives



CoalitionsWork™

A word by any other name...

- Network
- Advisory Group
- Task Force
- Alliance
- Consortium
- Partnership
- Coalition

Group of individuals representing diverse organizations or constituencies who agree to work together to achieve common goals
(Felghery & Rogers, 1990)

Coalitions represent...

Grasstips – traditional leaders & groups in power



Grassroots – local, emerging community leaders & groups

Community Ownership of Coalition



Engage community partners to:

- Define issues
- Identify solutions & resources
- Plan & Implement strategies

Why Coalitions Form

- Mandated by funder or lead agency
- Response to opportunity (funding) or threat (disease)
- Enhance limited resources or reduce duplication
- Increase community involvement & dissemination
- Intervene to produce broad, sustained change



Making the Case for Coalitions

#1

Coalitions are based on rich history & tradition of community building & organizing



Americans of all ages, all stations of life, and all types of disposition are forever forming associations. . . . In democratic countries, knowledge of how to combine is the mother of all other forms of knowledge; on its progress depends that of all others.

Alexis de Tocqueville, *Democracy in America*, 1835



Benjamin Franklin 1706-90



Alexis de Tocqueville 1805-59

Social Action (1890s-1930s)

Immigrant settlement houses, service organizations & labor unions promoted consensus to get resources & services or lobby for child protection/safety



Jane Addams
1860-1935



Eugene Debs
1855-1926

Community Organizing (1940s - 80s)

- Grassroots, conflict-based, direct action (urban renewal, civil rights, unions)
- Civic/block associations improved commercial value & fostered community spirit & consensus



Cesar Chavez
1890-1947



Saul Alinsky
1909-1972



Kurt Lewin
1890 - 1947

Rise of Coalitions (1990-2010)

- Alcohol, Tobacco & Other Drug Abuse Prevention
- Immunization Promotion
- Oral Health Promotion
- Teen Pregnancy Prevention
- Injury Prevention
- HIV/AIDS Prevention
- Health Insurance Promotion
- Prevention of Chronic Disease: CVD, Cancer, Diabetes & Asthma
- Multiple Health Issue Coalitions: Turning Point, REACH 2010, Steps to a Healthier US, Pioneering Healthy Communities, Strategic Alliance for Health, ACHIEVE

Making the Case for Coalitions

#2

Coalitions are valued as intrinsically "good" because they stem from democracy & collaboration



Collaboration & Partnering

We are caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly, affects all indirectly.

Martin Luther King, Jr. 1929–1968

Collaboration Continuum

Cooperation → Coordination → Collaboration

Shared Vision & Relationships

Structure & Communication

Authority & Accountability

Risks, Responsibility,
Resources & Rewards

Lower Intensity



Higher Intensity

Collaboration Moves Us From

- Competing → Building consensus
- Working alone → Working with diverse partners
- Providing activities/services → Changing systems
- Reaching short-term goals → Sustaining long-term results



Although we are most comfortable when working with like-minded partners ...

... we miss opportunities to:

- Attract new members & grow more diverse
- Develop new networks & link w/non-traditional partners
- Learn from others' experiences
- Disseminate promising practices & strategies



Factors that Support Collaboration

- Motivation
- Common or complementary issues
- Flexibility in solving problems & doing tasks
- Pre-existing social connections & leaders
- History of success in collaborating



Making the Case for Coalitions

#3

Coalitions are asset-based & bring benefits to partner organizations & communities



Benefits of Coalition Building



Benefit: Strength in Numbers

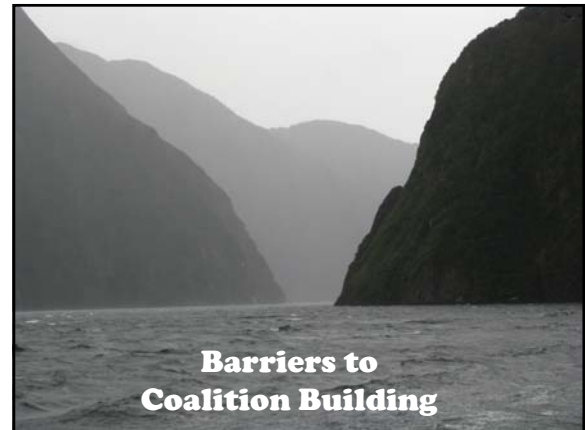


Benefit: Strength in Diversity



Benefit: Strength in Relationships





Coalition members expect more
benefits than **costs**



Making the Case for Coalitions

#4

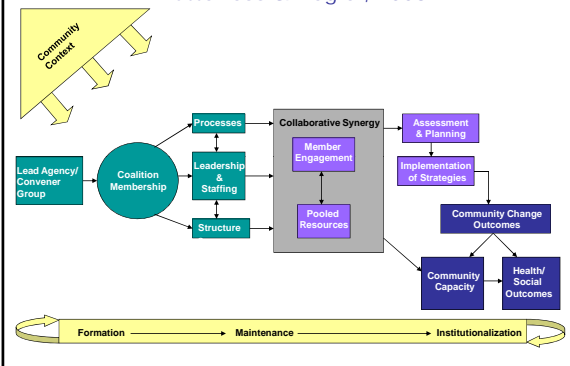
Coalitions are rooted in theory



Roots of Coalition Theory



Community Coalition Action Theory (CCAT) Butterfoss & Kegler, 2008



Making the Case for Coalitions

#5

Research & practice
demonstrate that coalitions
work !



Coalition Research

- Many studies report findings about processes needed to build & maintain strong coalitions
- Evidence of outcome exists, but is more difficult to assess



Study	Policy & Health Related Outcomes
Fawcett et al 1997. <i>HEB</i> 24(6); Substance abuse prevention coalitions	<ul style="list-style-type: none"> • Policy change re: DUI sentencing • Reduction in alcohol use
Adams 2000; <i>Public Health Reports</i> , 2000:115; CA Smoke-Free Cities	Local ordinance banning smoking
Brownson et al 1996; <i>AJPH</i> 86 (2); Southern Missouri	Prevalence of physical inaction decreased
Splett et al 2006; <i>J School Health</i> , 76 (6); Minneapolis Public Schools Asthma Initiative	Visits to health offices were significantly lower in intervention schools
Vasquez et al 2006; <i>J Urban Health: Bulletin of NY Academy of Med</i> , 83 (118)	Converted NYC's bus fleet to clean diesel; installed permanent air monitors in Harlem & other "hot spots" by EPA
Findley et al 2009; <i>HPP</i> , 10(2); Immunization promotion in NYC	Increased immunization rates from 80-96.8% (2004 to 2007) for children aged 19-35 mos (Harlem/Wash. Heights)

Coalition Track Record

- **Community Partnership Program**, substance abuse prevention (1997)
- **Community Partnerships for Health**, Nigeria (2000–01)
- **Allies Against Asthma coalitions**, US/PR (2006)
- **CA Healthy Cities & Communities partnerships** (2003)
- **CDC Teen Pregnancy Prevention Coalitions** (2003)
- **CAPA Coalitions**, maternal-child health, Africa (2004)
- **SmokeLess States Coalitions** (2005)
- **Pioneering Healthy Communities** (2008)



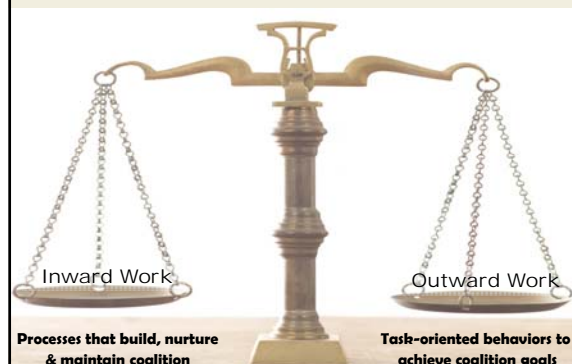
Lessons Learned – What Matters?

- Community readiness & **relationships**
- Broad, diverse membership
- Shared vision & spirit of inquiry
- Collaborative leaders & paid staff
- Structures/procedures that promote responsibility & action
- Effective assessment, planning, action & evaluation
- Diverse funding sources
- Training & technical assistance

High Expectations for Performance

- **Network & share information**
- **Plan & coordinate**
- **Implement specific strategies**
- **Provide technical assistance & training**
- **Advocate**

Coalitions Work on 2 Levels



Coalition Resources

- **Convener (Lead Agency) & Staff**
- **Leaders**
- **Members**
- **Financial & material resources**





Coalition Structures

- Steering Committees & Work Groups
- Vision & Mission Statements
- Action Plans
- Roles & Job Descriptions
- Meeting Guidelines
- Communication channels (Email, newsletters)
- Documents (agenda, minutes, rosters)



Coalition Procedures

- Consensus-building & Decision-making
- Orientation & Training
- Assessment & Planning
- Implementation of Strategies
- Evaluation

Ideal Coalition Activities

- Advocacy
- Systems Change
- Resource identification, development, dissemination
- **Addressing gaps in service/education**
- Collaborative tasks
- Communication campaigns – public awareness




Focus on Policy, System & Environmental Change Strategies

Examples:


- Increase healthy food choices in community settings
- Increase farmers markets & community gardens
- Require sidewalks & countdown cross signals
- Promote policies that ensure high quality systems of care
- Promote access to affordable health insurance



Focus on Policy, System & Environmental Change Strategies

Examples:

- Increase attractive, safe locations for physical activity
- Mandate PE in schools; increase opportunities for physical activity before, during & after school
- Develop worksite wellness benefits & policies
- Promote tobacco-free community policies
- Promote alcohol-free campus policies



Sustainability Strategies

- **Resource development** - ensure structural, human, financial & material resources to maintain strategies
- **Institutionalization** - Integrate programs & services into existing organizations
- **PSE changes** - make formal changes to improve how community works
- **Capacity building** - Increase community's ability to bring about or maintain change

Shedlak-Rizkallah & Bone, 1998



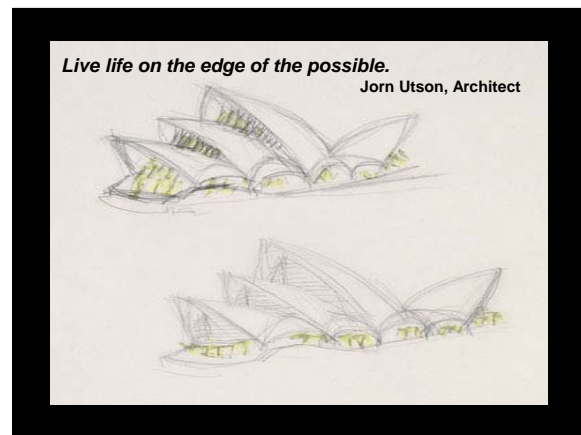
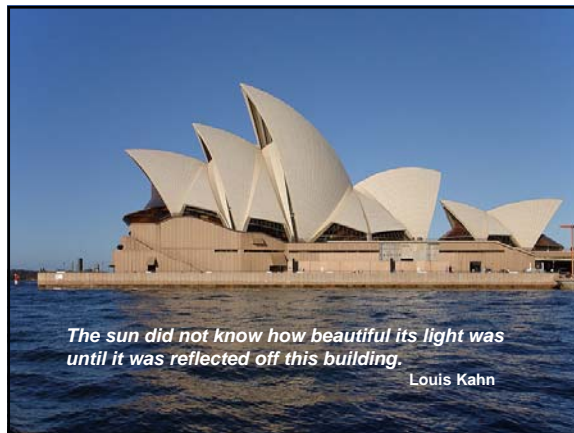

What I Know for Sure . . .

- Collaborative strategies more creative & achievable than any single organization can do alone
- Coalitions work best when they mobilize communities' assets, respond to opportunities & develop integrated, comprehensive strategies
- As coalitions mature, they must shift from providing services to policy/advocacy activities
- Sustaining coalitions is harder than forming them - Find structure that works, recruit & engage the right members & leaders, diversify funding & focus on outcomes



We CAN Build Healthy Communities

- Borrow from & build on past successes
- Work through coalitions, partnerships & other local movements
- Implement PSE (policy, systems & environmental) change strategies
- Sustain momentum



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