



Milford Sound, New Zealand



Humans



Aragorn



Boromir

Hobbits



Merry & Pippin



Sam



Frodo

Elves



Legolas



Arwen



Galadriel

Wizards



Gandalf

Dwarves



Gimli

Fellowship's Mission: Save Middle Earth



Obstacles



Ringwraiths

Orcs

Obstacles



Saruman

Gollum

Got The Ring



How Can We Create a Fellowship Without the Help of Magic or Wizards?

- We can create effective partnerships and coalitions

Joint Efforts – A Word by Any Other Name...

- Network
- Consortium
- Federation
- Partnership
- Advisory Committee
- Task Force
- Alliance


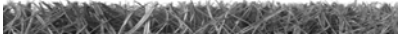

Joint Efforts – A Word by Any Other Name...

- Coalition
 - Group of individuals representing diverse organizations or constituencies who agree to work together to achieve common goals

– Feighery & Rogers, 1990

Coalitions Represent...

Grasstips – traditional leaders and groups in power

Grassroots – indigenous, emerging community leaders and groups

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 and dissemination
- Intervene to produce broad, sustained change

Benefits of Coalitions



Strength in Numbers



Strength in Relationships



Strength in Diversity



Strength in Resources



Challenges of Coalitions

- Risk losing autonomy, competitive edge, control
- Conflict over goals and methods
- Expend scarce resources
 - Time, money, data
- Delays in solving problems



Coalition Members Expect More Benefits than Costs

- Time, money, effort



- Change in practices, policies, systems, health

Coalition Track Record

- Community Partnership Program (1997)
- CA Healthy Cities and Communities partnerships (2003)
- CDC Teen Pregnancy Prevention Coalitions (2003)
- SmokeLess States and ASSIST Coalitions (2005)

Coalition Track Record

- **Allies Against Asthma Coalitions (2006)**
- **Pioneering Healthy Communities (2006)**
- **Strategic Alliance for Health Coalitions (2008)**
- **ACHIEVE Community Coalitions (2008)**
- **CPPW Coalitions (2010)**

Eight Steps to Sustain Coalitions



Step One
Clarify or Reaffirm Vision and Mission



Step 2
Create Ownership of Coalition

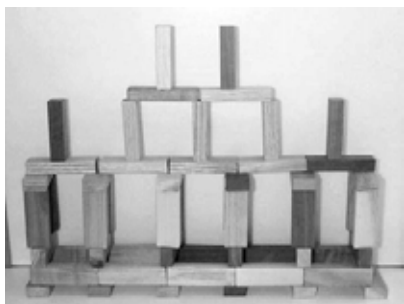
Factors that Build Community Ownership

- **Shared focus on outcomes**
- **Commitment to diversity**
- **Trust in process**
- **Feasible, comfortable participation**
- **Community-identified needs and assets**

Factors that Build Community Ownership

- **Leadership development opportunities**
- **Appropriate guidance, training, funds and tools**

– Peterson et al, 2006



**Step 3
Solidify Coalition Infrastructure
and Process**



**In essence, you must fly the plane,
while you build it...**

Coalition Resources

- Convener (Lead Agency) and staff
- Leaders
- Members
- Financial and material resources

Coalition Structures

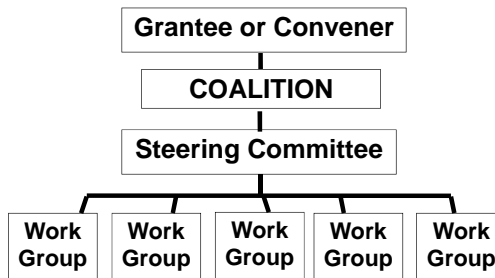
- Vision, mission, and goals statement
- Roles and job descriptions
- Organizational charts
- Steering or executive committees
- Work groups
- Bylaws/guidelines
- Meetings

Coalition Structures

- Documents
 - Agenda, minutes, rosters
- Communication channels



Coalition Structure



Processes

- **Decision-making**
- **Problem-solving/conflict resolution**
- **Orientation and training**
- **Planning**
- **Budgeting and fund-raising**
- **Evaluation**



Step 4
**Recruit and Retain an Active,
Diverse Membership**

High Performing Coalitions

- **Share information to build trust and responsibility**
- **Set expectations that help members achieve own tasks and share responsibility for group tasks**
- **Use members' time, talents and ideas effectively**

High Performing Coalitions

- **Build members' empowerment to make decisions that yield great results**

– Blanchard, Randolph & Grazier (2007)
Go Team! Take Your Team to the Next Level

Greyhound Metaphor

- **Coalition must ensure that:**
 - **The right people are on bus**
 - **Recruited**
 - **They are sitting in the right seats**
 - **Roles they are well-suited/
trained for**

Greyhound Metaphor

- **The wrong people get off the bus**
 - **Their attitudes can undermine efforts of others**

– Jim Collins, *Good to Great*, 2001

What Are Members' Responsibilities?

- Participate in developing coalition vision and mission
- Be community ambassadors for coalition
- Recruit other members
 - Secure additional resources

What Are Members' Responsibilities?

- Attend meetings and events
- Provide guidance and feedback to entire coalition
- Implement policy, systems and environmental change strategies

Member Commitment Card

I, _____ hereby commit to providing the following resources to the (insert name of your coalition) to assist in creating a healthier community.

Resources	In-kind	Cash	Time	Other

Signature: _____
Date: _____

Recruitment Strategies

- Introductory letter
- Face-to-face meeting
- Connection with other organizations
- Contact via community assessments
- Connection via conferences or trainings

Identify Diverse Organizations

- Health/medical
- Government
- Business/labor/employment
- Religious/faith-based
- Local community
- Recreational organizations/facilities
- Nutrition/food services

Identify Diverse Organizations

- Family/children/youth/elderly
- Health advocacy/medical issues
- Professional/trade associations
- Other interest groups

What Organizations Need to be Involved?

Organization	Why Valuable?	Role

Why Members Leave

- Don't feel included
- Disagree with methods
- Conflict with others
- Unclear about role
- Not seeing results



Retaining and Motivating Members

- Provide training on leadership, facilitation and other skills
- Offer annual retreats to build relationships
- Transport members to meetings/legislative forums

Retaining and Motivating Members

- Invite leaders to conferences/grantee meetings
- Write thank you letters/recommendations



**Step 5
Develop Transformational Leaders**

Competent Coalition Leaders

- Create clear and shared vision
- Build cohesion and community participation
- Increase members' satisfaction and engagement
- Increase efficiency and task orientation
- Create effective programs
- Change community and systems

Transformational Leadership Factors

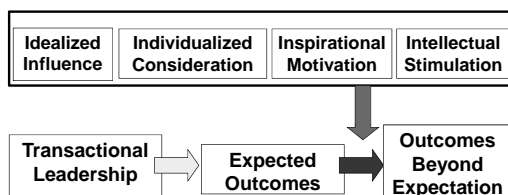
1. Charisma, or idealized influence – role models with high standards of moral and ethical conduct
2. Inspirational motivation – communicate high expectations; inspire followers to be committed to shared vision

Transformational Leadership Factors

3. Intellectual stimulation – stimulate followers to innovate and challenge beliefs of self, leader and organization
4. Individualized consideration – support/listen to followers and coach them to be actualized or empowered

Bass, 1985

Transformational Leadership



Transformational Leaders

1. Let go of things others can do
2. Encourage ideas and risk-taking
3. Ensure that people have goals and feedback
4. Delegate to challenge, develop and empower
5. Coach to ensure success

Transformational Leaders

6. Reinforce good work and attempts
7. Share information, knowledge and skills
8. Value, trust and respect each individual
9. Provide support without taking over
10. Practice what they preach

Transformational Leaders



Mahatma Gandhi

Transformational Leaders



Martin Luther King, Jr.

Transformational Leaders



Mother Theresa

Transformational Leaders

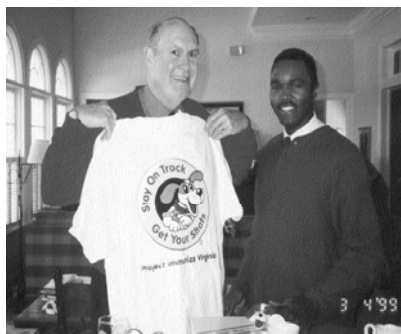


John F. Kennedy

Transformational Leaders



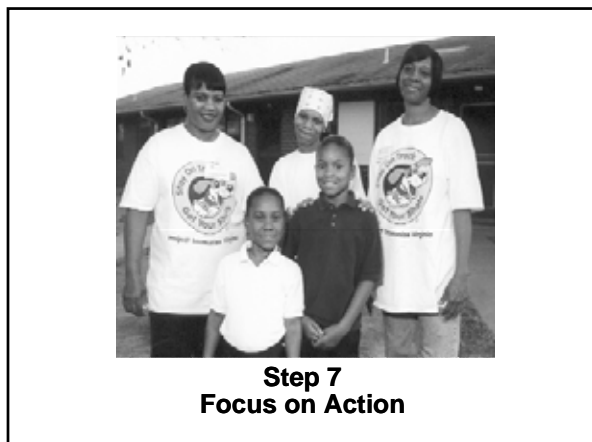
Michelle Charters



Step 6
Market Your Coalition


Market Your Coalition

- Clarify coalition's product, its agenda
- Brand the coalition
 - Logo, mission, byline
- Simplify the message
- Decide who will carry message and how
- Focus on data/accomplishments to build value and credibility



Ensure Successful Strategies

- Coalition has resources to carry out project
- Supported by staff, partners, leaders, and community
- Barriers to implementation assessed



Policy, System, and Environmental Change Strategies

- Examples
 - Increase healthy food choices in community settings




Policy, System, and Environmental Change Strategies

- Increase farmers markets and community gardens
- Require sidewalks and countdown cross signals
- Promote policies that ensure high quality systems of care
- Promote access to affordable health insurance

Policy, System, and Environmental Change Strategies

- Increase attractive, safe locations for physical activity
- Mandate PE in schools



Policy, System, and Environmental Change Strategies

- Increase opportunities for physical activity before, during and after school
- Develop worksite wellness benefits and policies
- Promote tobacco-free community policies
- Promote alcohol-free campus policies

Advocacy



Effective Coalition Advocacy Works When...

- Cause or issue is 'right'
- Advocates represent power in numbers
- Issues, opposition and climate of opinion about issue is well researched

Effective Coalition Advocacy Works When...

- Advocates are skilled in using advocacy tools (including media)
- Effective strategies/tactics are chosen

Advocacy

- Virginians for a Healthy Future tobacco tax increases (Sept '06, '09); local restaurant smoking bans (Dec '09)



Advocacy

- PIV's Human Papilloma Virus Vaccine Law (2008)



Step 8
Evaluate Your Coalition

Coalition Evaluation

- Builds capacity within coalition and community
- Determines whether strategies work and outcomes are achieved
- Provides accountability and builds support from community, funders and stakeholders

Coalition Evaluation



Level 3

Level 2

Level 1

Coalition Evaluation

- Level 3
 - Health/social status or community change (policy, systems, and environment)
- Level 2
 - Coalition strategies
- Level 1
 - Coalition structure or process

Steps to Coalition Success

1. Clarify/reaffirm vision and mission
2. Create ownership of coalition
3. Solidify coalition infrastructure and processes
4. Recruit and retain active, diverse membership



Steps to Coalition Success

5. Develop transformational leaders
6. Market your coalition
7. Focus on action and advocacy
8. Evaluate your coalition

Coalition Resources

- Butterfoss, FD. Coalitions and Partnerships for Community Health. San Francisco, CA: Jossey-Bass, 2007.
- Coalitions Work
 - <http://www.coalitionswork.com/tools>
- The Community Toolbox
 - <http://www.ctb.edu>
- Community Anti-Drug Coalitions of America (CADCA)
 - <http://cadca.org/resources>
- Democracy Center Advocacy Training & Resources
 - <http://www.democracyctr.org/advocacy/index/htm>
- CDC National Center for Chronic Disease Prevention and Health Promotion.
 - <http://www.cdc.gov/diabetes/pubs/factsheets.htm>



**“Be the change you want
to see in the world.”**

– Mahatma Gandhi, 1869-1948

Contact Information

**Frances Dunn Butterfoss, PhD, MEd
President, Coalitions Work
1109 Moore House Road
Yorktown, Virginia 23690**

**757-898-7454 (work phone & fax)
757-206-5520 (cell)**

fran.butterfoss@coalitionswork.com

<http://www.coalitionswork.com>