

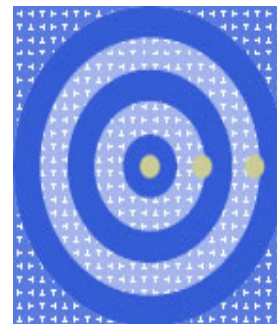
Building and Sustaining Effective and Successful Coalitions

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West Palm Beach, Florida
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Tom Wolff & Associates

Creating Collaborative Solutions

What are coalitions?

- Doing together that which we cannot do alone
- A coalition is a group of individuals and/or organizations with a **common interest** who agree to work together toward a **common goal**.

» From S.Fawcett et.al

Why coalition building/collaborative solutions have been encouraged?

- To create social change
- To encourage social innovation
- To build broad based community support
- Expand interventions to the whole community
- To do more with less when there are budget cuts
- To address limitations of the present systems
- To promote civic engagement
- To build healthy communities

Concerns and dysfunctions with our present system

- **Fragmentation**
- **Duplication of effort**
- **Focus on deficits**
- **Crisis orientation**
- **Failure to respond to diversity**
- **Excessive professionalism**
- **Detached from community & stakeholders**
- **Competition**
- **Limited and inaccessible information**

Stand and Declare

**Collaboration with representatives
from all parts of the community is
fun and easy**

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Coalitions can:

- **Promote planning and creation of a shared vision**
- **Promote comprehensive approach**
- **Increase communication within the system**
- **Increase communication with the community**
- **Encourage collaborative problem solving**
- **Build on the strengths of the systems and stakeholders**
- **Create culturally competent systems**
- **Increase accessibility to resources**

Collaborative Solutions

1. Engage a broad spectrum of the community

- Especially those most directly affected**
- Celebrate racial and cultural diversity**

The Continuum of Collaboration

2. Encourage true collaboration as the form of exchange

Definitions:

- **Networking** Exchanging *information* for mutual benefit.
- **Coordination** Exchanging information and *modifying activities* for mutual benefit.
- **Cooperation** Exchanging information, modifying activities, and *sharing resources* for mutual benefit and to achieve a *common purpose*.

The Continuum of Collaboration- cont.

- **Collaboration** Exchanging information, modifying activities, sharing resources, and *enhancing the capacity of another* for mutual benefit and to achieve a common purpose by *sharing risks, resources, responsibilities, and rewards*.

– *From Arthur Himmelman*

The Continuum of Collaboration

- Which do you use most often?
- Which don't you use?

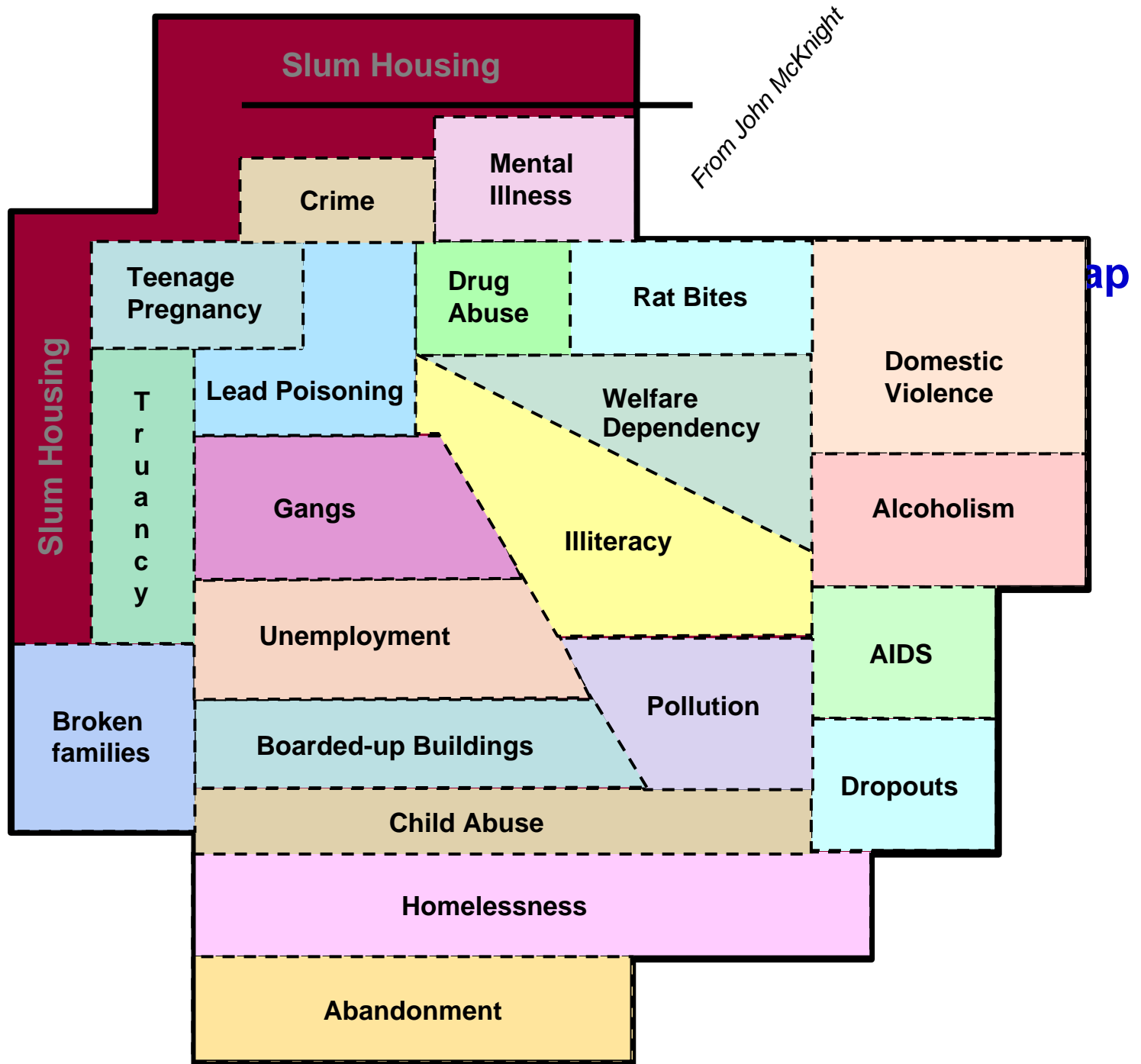
Collaborative Solutions cont.

3. Practice democracy

- Promote active engagement and empowerment

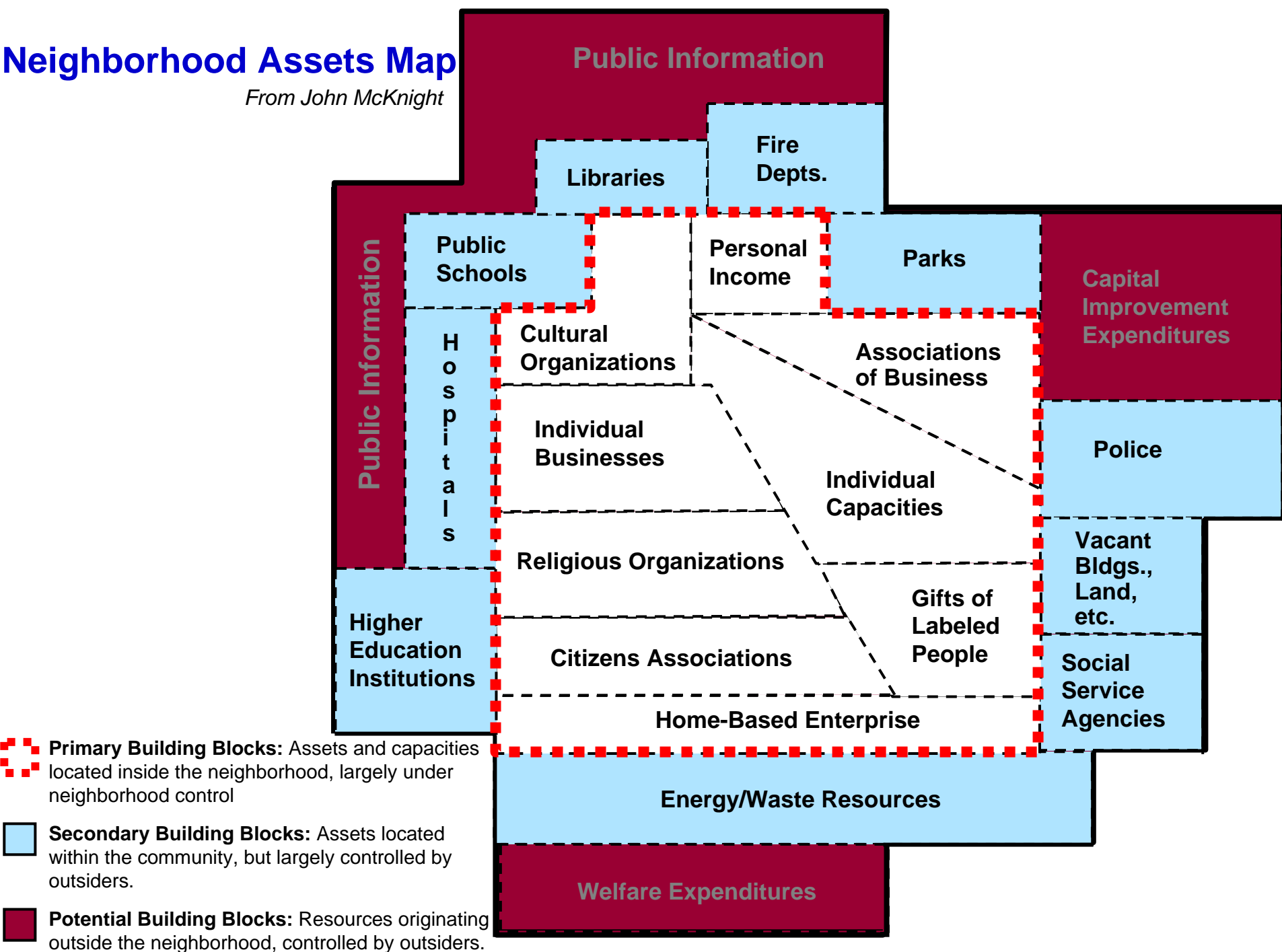
4. Employ an ecological approach that emphasizes individual in his/her setting.

- Build on community strengths and assets



Neighborhood Assets Map

From John McKnight



Types of community assessment questions

- **Traditional:**
- What are your needs?
- How can we (providers) meet those needs?
- **Asset-based assessment questions:**
- What are your community's strengths?
- How can you contribute to helping us find a solution?

Collaborative solutions cont.

5. Take action

- Address issues of social change and power
- Build on a common vision

6. Align the goal and the process

- “Be the change that you wish to create in the world.” (*M. Gandhi*)

Unique characteristic of community collaborations

- Holistic and comprehensive
- Flexible and responsive
- Build a sense of community
- Build and enhance resident engagement in community life
- Provide a vehicle for community empowerment
- Allow diversity to be valued as foundation of the wholeness of the community
- Incubators for innovative solutions to community problems

Factors Affecting a Coalition's Capacity to Create Change

- **Having a clear vision and mission**
- **Action planning for community and systems change**
- **Developing and supporting leadership**
- **Documentation and ongoing feedback on programs**
- **Technical assistance and support**
- **Securing financial resources for the work**
- **Working with conflict**
- **Making outcomes matter**
 - From Roussus and Fawcett

Working with Conflict in Collaborations

- **Conflict is inherent in Collaborations**
- **It is useful to recognize different types of conflict and conflict behavior:**
Power, Accountability, Unity & diversity, Mixed loyalties, Division of labor, Interpersonal conflict
- **Expression and negotiation of conflicts is healthy coalition behavior. It leads to better results.**
- **Use a variety of approaches to prevent, minimize and resolve conflicts**

From Beth Rosenthal in Wolff and Kaye From the Ground Up

Guiding Principles for a New Social Contract

From The Boston Foundation

- **Incorporate those directly affected by policies at the heart of dialogue and community building**
- **Value racial and cultural diversity as the foundation for wholeness**
- **Promote active citizenship and political empowerment**
- **Build on community strengths and assets**

Basics of Coalition Building – Key Components –

- **Check on community readiness - start where community is**
- **Develop clear vision, mission and goals**
- **Ensure inclusive and diverse membership**
- **Develop organizational competence**
 - **Collaborative Leadership and Facilitation**
 - **Decision making**
 - **Communication**
 - **Planning**

Key Components –cont.

- **Identify and use needed resources**
- **Engage in action and advocacy**
- **Promote hope and celebration**
- **Change takes time and persistence**
- **Monitor and evaluate**
- **Get help when you need it**

Barriers

- **Turf and Competition**
- **Bad history**
- **Failure to Act**
- **Lack of a Common Vision**
- **Failure to provide and create collaborative leadership**
- **Minimal organizational structure**
- **Costs outweigh the benefits**
- **Not engaging self-interest**

Evaluations of coalitions have shown that their outcomes include

- **Creating community changes in programs, policies, and practices;**
- **Reinvigorating civic engagement and increasing the sense of community;**
- **Creating vehicles to enhance community empowerment;**
- **Providing significant support to coalition members;**
- **Becoming incubators and catalysts for innovative solutions**

REACH 2010 Boston

Racial and Ethnic Approaches to Community Health



Black women are more likely to die after being diagnosed with breast cancer than women of other races. These women beat the odds. You can too. Know your body *and* your options.

See your doctor. Get screened. Get treatment.
Visit www.pinkandblack.org, or call 617-534-5050.



A message from Mayor Thomas M. Menino and the Boston Public Health Commission

Boston Blueprint for Action

- **Health Care and Public Health**
 - Health Insurance.
 - Data Collection
 - Patient education
 - Health Systems –
 - Cultural Competence-.
 - Public Health Programs
 - Research Needs
- **Environment and Societal Factors**
 - Neighborhood investment –
 - Jobs and economic security –.
 - Public awareness –.
 - Promotion of key community institutions –

Ten Stages of Coalition Development

- 1. Define agenda & Assess readiness**
- 2. Recruit the right people and convene (forming)**
- 3. Jointly create preliminary vision, mission, goals, objectives**
- 4. Re-examine membership – reach out**
- 5. Create structure, gather needed resources (storming)**

Ten Stages of Coalition Development

– Plan and Act:

- 6. Achieve early wins, energize the group and the community (norming)**
- 7. Implement changes (performing)**
- 8. Maintain vitality**
- 9. Improve through evaluation**
- 10. Sustain your legacy**

Membership

- Who might you engage?
- Who else cares about oral health issues in your community?
- Who are your beneficiaries?

Stakeholder Analysis

- Capacities, skills, resources?
- Potential role?
- Self interest? Why should they join?
- How will you recruit?
- Barriers to recruiting?
- Who?
- When?

Mission Statement

The Better Oral Health for Massachusetts Coalition aims to improve oral health for all residents of the Commonwealth.

Workgroup Reports



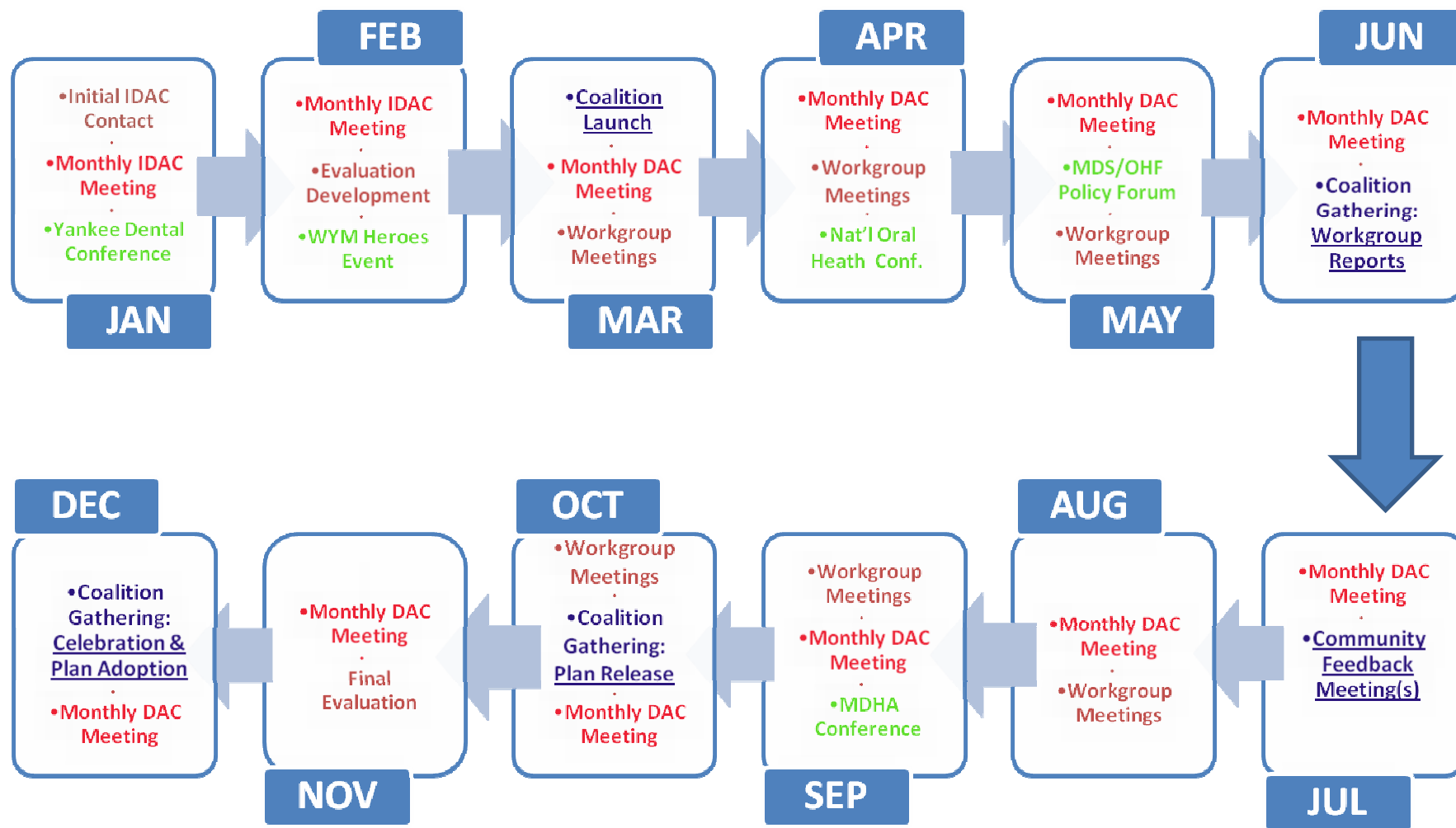
With a focus on improving access to care for all, reducing disparities and promoting equity in Massachusetts' oral health, the Coalition will work to:

- 1. Increase access to oral health services and prevention.**
- 2. Promote positive policy, advocacy and public awareness concerning oral health.**
- 3. Strengthen, diversify and expand Massachusetts' oral health workforce.**
- 4. Promote and support ongoing statewide assessment and surveillance systems.**
- 5. Form a clear oral health action plan that incorporates at least all of these elements.**


Stages of our Plan for the Year

- March 5 – The Launch - form four work groups
- March-June – Four work groups write goals and SMART objectives
- June – **Whole coalition reviews, edits and endorses the goals/objectives of the work groups**
- Summer – **Community feedback meetings**
- Summer /Fall – **Work groups develop implementation strategies and action plans**
- Fall – Whole coalition reviews, edits and endorses the plans
- Fall – Integrate all the pieces in a plan
- December – Celebrate the final product

2009 Timeline



www.massoralhealth.org



**Better Oral Health
for Massachusetts
Coalition**

Home

- About Us
- Who is Involved

Upcoming Events

Past Coalition Meetings

- March 5th, 2009
- September 8th, 2008
- June 4th & 5th, 2008

Action Planning

- Design Advisory Committee
- Workgroups
 - Assessment & Surveillance
 - Policy, Advocacy & Public Awareness
 - Prevention
 - Workforce

Reports

Media Center

Contact Us

Welcome!

This website is a hub for information on oral health issues in Massachusetts and activities of concern to the Better Oral Health for Massachusetts Coalition. Please use this as a starting point to share information, identify tools, explore programs and ultimately, to become involved with a workgroup.

[Enter your email to join the Coalition mailing list](#)

[Planning Together for Action](#)

The next Statewide Coalition gathering is on **Wednesday, June 24, 2009 from 10am to 2pm** (lunch provided), at **Hogan Campus Center, College of the Holy Cross, 1 College Street, Worcester, MA 01610**.

For directions to the venue, please click [here](#). Join us as we collectively review the goals and SMART objectives prepared by the workgroups and provide feedback to ensure completeness.

Please join the oral health community in Massachusetts for its summer statewide Coalition meeting:

PLANNING TOGETHER FOR ACTION: Our Goals and Objectives

Date and Time: Wednesday, June 24, 2009 from 10 am to 2 pm.
Lunch will be provided.

Venue: Hogan Campus Center at the College of the Holy Cross,
1 College Road, Worcester, MA 01610 (Please click [here](#) for directions)

At this second statewide gathering for 2009, we will review

[Download the Oral Health Programs Information Form](#)

[Watch the Oral Health in Massachusetts Video!](#)

June 2009

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

[« May](#) [Jul »](#)

Upcoming Events:

- 24 June: [\(10:00 am\)](#)
- 11 September: [\(all day\)](#)
- 12 September: [\(all day\)](#)
- 25 September: [\(all day\)](#)
- 6 October: [\(8:00 am\)](#)

Skills for Collaborative Leadership

- **Be inclusive, promote diversity**
- **Practice shared decision making**
- **Resolve conflicts constructively**
- **Communicate clearly, openly, and honestly**
- **Facilitate group interaction**
- **Nurture leadership in others and encourage top-level commitment**

Attributes of Successful Collaborative Leaders

- **Ability to share power**
- **Flexibility**
- **Ability to see the big picture**
- **Trustworthiness**
- **Patience**
- **Abundant energy and hope**

Four Approaches to Sustainability

- Institutionalization of changes
- Policy change
- Finding resources to sustain the effort
- Community ownership/capacity building

<http://www.tomwolff.com/collaborative-solutions-spring04.html#new>

President-Elect Barack Obama: Community Organizer and Chief

- Community organizing and collaborative solutions were central to his campaign
- His campaign was based on organizing principles. The mantra was:
 - Respect Empower Include
- Collaborative solutions are in his vision and in his acceptance speech
- The reaction of many Americans to the election results was to want to be part of the solution

- **“Be optimistic, it feels better.”**

Dalai Lama

Web Resources

- Tom Wolff & Associates
- www.tomwolff.com
- Community Tool Box
- <http://ctb.ku.edu>