

“Strategic Partnership for Change: Sharpening Your Coalition Building Skills”

ESRD Strategic Partnership for
Change Coalitions

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Goal for Our Work Together

Ensure optimum quality of care along the continuum of Chronic Kidney Disease (CKD) and End Stage Renal Disease (ESRD)

by using coalition and partnership building as strategic tools



Objectives for this Session

- Gain further knowledge and skills needed to build strategic partnerships as a critical part of our work
- Examine the key principles of coalition building success in light of the experiences of last year

Objectives for this Session

- Learn key principles and hear live examples regarding three core principles:
 - identifying, recruiting, and engaging new partners
 - developing and supporting collaborative leadership
 - creating innovative collaborative problem solving

Objectives for this Session

- Learn unique characteristics of national coalitions and principles for their success
- Create a legacy statement for coalition work and examine what in the coalition work needs to be sustained
- Learn and practice four ways to approach coalition sustainability

Why Coalition Building for ESRD Networks?

What Can Coalitions do?

- Mobilize all resources to help accomplish Network goals
- Bring various perspectives into the room at the same time
- Promote a comprehensive approach
- Assist the Networks to work in an ecological manner

What Can Coalitions do (cont)?

- Build broader support for other Network efforts
- Promote planning and creation of a shared vision
- Increase communication
- Build on the strengths of the systems
- Create culturally competent systems
- Increase accessibility to resources for providers and clients

“Strategic Partnership for Change” Learnings 2005-2006

- Carefully planning the coalition’s start by the Networks paid off
- Coalition building can work at local, regional and national levels
- Coalition building can work across a wide range of content areas
- Coalition building can effectively build on existing partnership relationships

Learnings 2005-2006 (cont)

- Increasing coalition member buy-in and ownership is the key to success
- People will surprise you – if you give them a chance
- Trusting the coalition process and give up the need to control will lead to success
- Finding some early victories builds momentum
- Establishing a rhythm of meetings, notices, agendas, & follow up

Learnings 2005-2006 (cont)

- Success builds on success
- With time new challenges emerge:
 - Modified directions, transitions, leadership issues
- Maintaining the Coalition as a learning community
- Coalition building is not a fad but is the way of accomplishing many pieces of Network work now and into the future

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

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
- Making outcomes matter

Source: S. Roussus and S. Fawcett, "A Review of Collaborative Partnerships as a Strategy for Improving Community Health," *Annual Review of Public Health*, Vol. 21, 2000, p. 369-402.



Coalition Building

- New partners and resources
- Developing and supporting collaborative leadership
- Engage in innovative collaborative problem solving

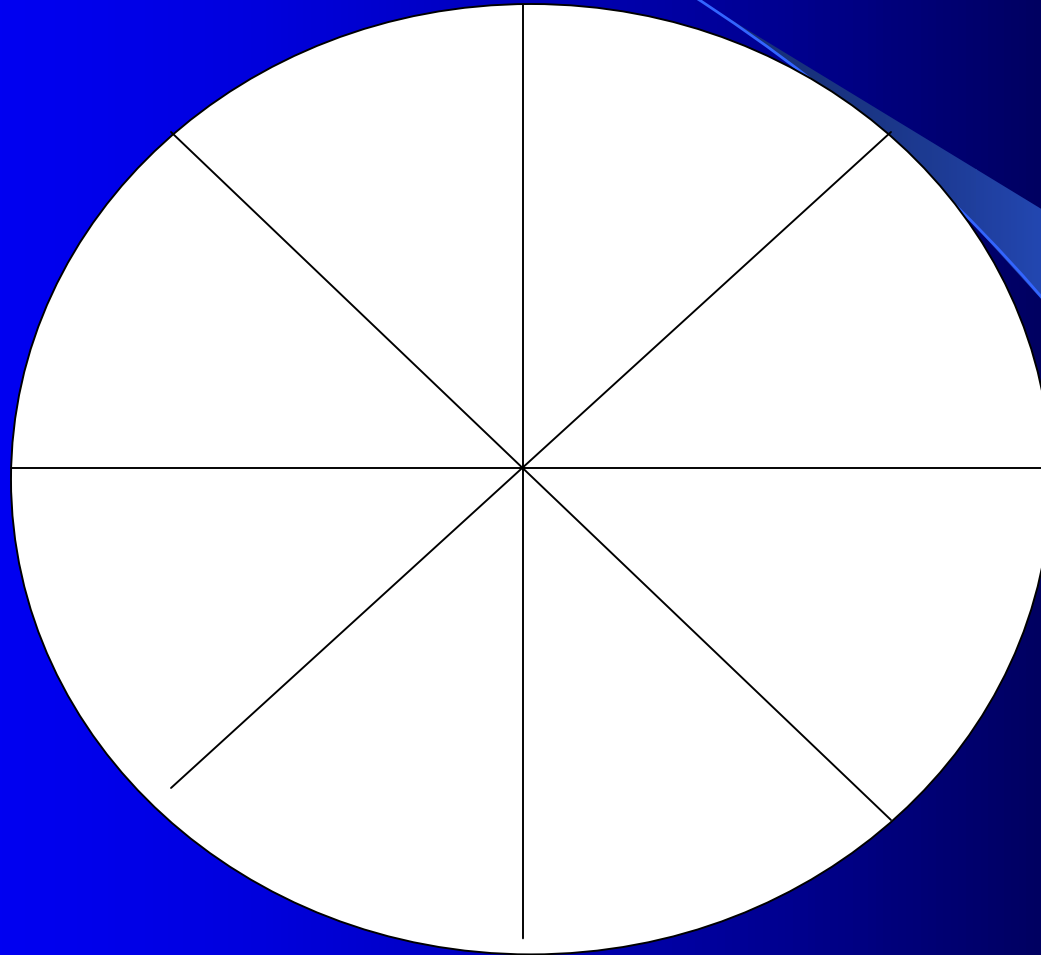
NEW PARTNERS AND RESOURCES

Who to involve?

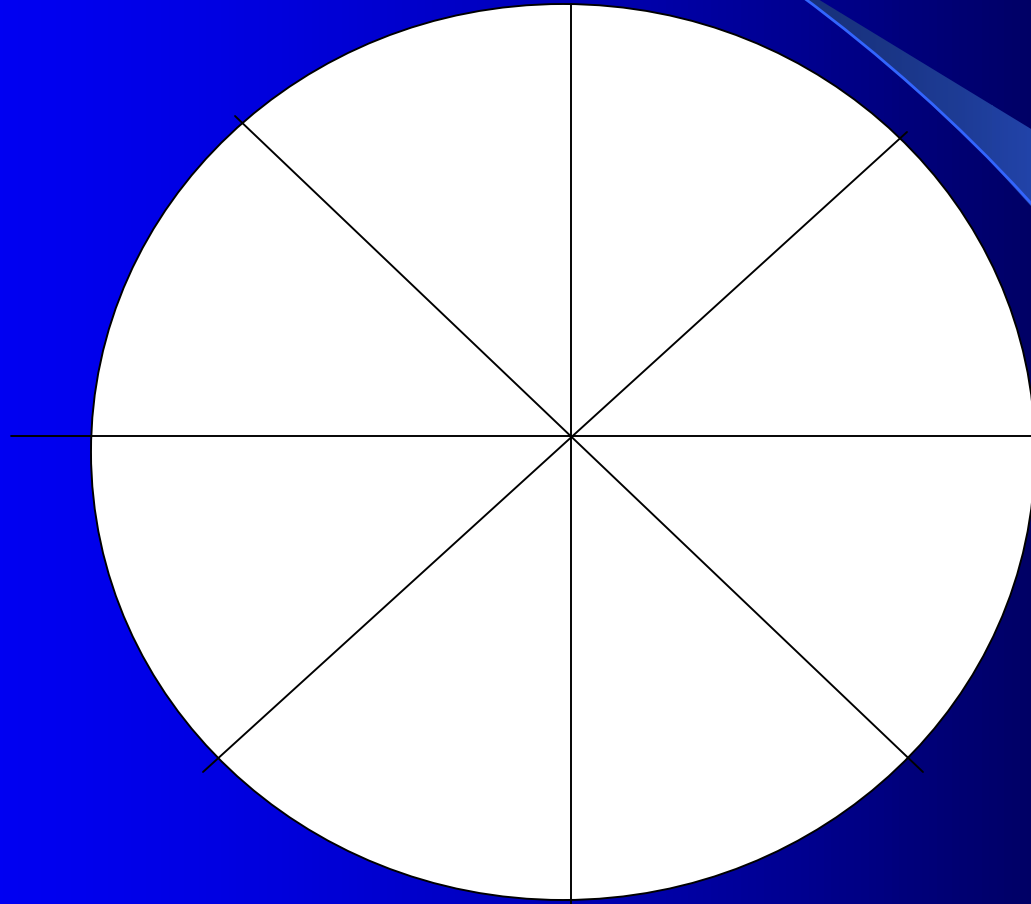
How to involve them?

- Who do you have involved now?
- Who do you need to involve to reach your goals?
- Who else do you need in your coalition from the formal sector?
- Who else do you need from the informal sector?
- How will you recruit them?
- Stakeholder analysis
 - What is their self interest?
 - Develop a plan
 - How will you retain them?

Usual Suspects



Unusual Suspects



Stakeholder Analysis

For each stakeholder, define:

- What are their capacities, skills and/or resources?
- What is their potential role on the coalition?
- What is their self interest? Why should they join?
- How will you recruit them?
- What barriers might exist to recruiting them?
- Who will approach them? When?

Table Discussion

- What has been your experience with the issues discussed?
- What are your agreements or disagreements with the presentations?
- Report out:
 - Your insights to share
 - Your questions to ask

DEVELOPING & SUPPORTING COLLABORATIVE LEADERSHIP

What Do We Believe About Collaborative Leadership?

Stand and Declare

**Leaders are made not born.
With enough training anyone
can be a leader.**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Leaders must make the “hard” decisions alone. That is why they are leaders.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Coalition leaders should not try to control the members when they think members have become unrealistic or unreasonable. Rather, leaders should always support members.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

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

Do's and Don'ts of Collaborative Leadership

- DO remember to delegate
- DON'T try to juggle too many balls
- DON'T take it personally
- DO maintain an action orientation
- DON'T hog the spotlight
- DON'T avoid conflict
- DON'T forget to celebrate the small victories

Source: W. K. Kellogg Foundation Training Manual, "Developing Community Capacity," 1994.



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ENGAGE IN INNOVATIVE COLLABORATIVE PROBLEM SOLVING

Community Change

Community change involves change in:

- Policies
- Programs
- Practices

Continuum of Collaboration

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*

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*

Source: Arthur T. Himmelman, "On Coalitions and the Transformation of Power Relations: Collaborative Betterment and Collaborative Empowerment," *American Journal of Community Psychology*, Vol. 29, No. 2, 2001, p. 277-284.



Table Discussion

- What has been your experience with the issues discussed?
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What We Believe About Sustainability

Stand and Declare

Our team is too busy with its present agenda to spend more than a small amount of time thinking and planning for sustainability.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

If we continued all our present activities we could achieve a transformation of our region to one that supports our specific renal goals.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

**Our team must always be
around in the future if we are
to achieve our agenda.**

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Myths of Sustainability

- Sustainability is best thought about in the waning months of your funding.
- Everything we do must be sustained.
- It is all about finding the money.
- Communities have the money to fund and sustain all pilot projects that show themselves to be effective and of value to the community.

Sustainability Outcomes

I. Activities in the community (external)

- Practices sustained
- Strategies sustained
- Policies sustained
 - Funding policies
 - System changes
- Changes in community norms

Sustainability Outcomes (cont)

II. Relationships and Partnerships

- Changes in relationships
- New partnerships

Sustainability Outcomes (cont)

III. Functions of the Collaborative Team (internal)

- Monitoring of collaborative activities
- Acts as a catalyst for change
- Gatherer/convener
- Collaborative problem solving
 - Including new program development, coordination

Sample Legacy Statements

- Violence Prevention Sustainability Statement

Ongoing process to maintain transformation of a geographic community from one that suffers from and reacts to violence to one that prevents violence (in all its forms) and supports lasting peace

Source: Institute for Community Peace, "Immersion Training Manual: Sustainability: Defining a Legacy, Creating Community Peace," Washington, DC, 2004

Legacy Statement for Your Renal Coalition

Self-Analysis: Retention of Coalition Members

- Recognition
- Respect
- Role
- Relationship
- Reward
- Results

Sustainability Planning Process

I. Building Blocks

- Existing vision
- Mission
- Goals, objectives, activities
- Skills
- Evaluation

Sustainability Planning Process (cont)

II. Shared Understanding of Sustainability

- Vision
- Specifics of your legacy
 - How will it impact the community

Sustainability Planning Process (cont)

III. Assessment

- Inventory present program components
- Decide on criteria for sustainability
 - Having an impact? (Results justify continuing)
 - Costs and benefits?
 - Is there still a need?
 - Community support is strong
 - Potential funding

Sustainability Planning Process (cont)

- Prioritize which activities you need to continue?
- Clarify which skills do you need to develop?
- Determine what is the future of your coalition (if you have one)?

Sustainability Planning Process (cont)

IV. Planning

- Priorities
- Tasks
- Four Approaches:
 - Institutionalization of changes
 - Community ownership/capacity building?
 - Policy change
 - Finding resources to sustain the effort

V. Implementation

Source: B.L. Hathaway, "Growing a Healthy Community," *American Journal of Community Psychology*, Vol. 29, No. 2, 2001.



Four Approaches to Sustainability

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

Institutionalization - Guiding Questions

- What strategies/ programs do you hope to institutionalize?
- Who could adopt them?
- How will you engage them?
- If you spin off programs, what are the implications for the coalition?

Coalition Task Force Process

1. Identify stakeholders
2. Define the problem
3. Investigate options
4. Design a response
5. Secure resources
6. Implement the plan
7. Evaluate and adapt
8. Spin off

Source: B.L. Hathaway, "Growing a Healthy Community,"
American Journal of Community Psychology, Vol. 29, No. 2, 2001.



Worksheet – Sustainability: Four Approaches to Sustaining Your Coalition

APPROACH:

INSTITUTIONALIZATION OF CHANGES

- Are you using this approach?
- How?
- Is it working? Give examples.
- What is not working
- Barriers
- New steps you could take

Policy - Guiding Questions

- What policies will help you to your goals?
 - Large policies
 - Small policies
- What must be done to achieve these policy changes?

Worksheet – Sustainability: Four Approaches to Sustaining Your Coalition

APPROACH:

POLICY CHANGE

- Are you using this approach?
- How?
- Is it working? Give examples.
- What is not working
- Barriers
- New steps you could take

Community Ownership/Capacity Building - Guiding Questions

- What norms do you wish to change?
- Who can influence these norms?
- How do you engage them?
- What part of the collaborative's activities would you like to have owned by others?

Worksheet – Sustainability: Four Approaches to Sustaining Your Coalition

APPROACH:

COMMUNITY OWNERSHIP/ CAPACITY BUILDING

- Are you using this approach?
- How?
- Is it working? Give examples.
- What is not working
- Barriers
- New steps you could take

Guiding Questions: Resources

- What resources are needed to sustain your collaborative activities?
- Which can be continued with hard \$ resources?
- Where will you find them?

Guiding Questions: Finding resources to sustain the effort

- Which of the following techniques might you use?
 - Grants
 - Government \$
 - Local, State, Federal
 - Foundations
 - Fees
 - Fees for service
- Which can be sustained by in-kind resources?
 - Space, Staff, Etc.
- Who can you turn to for in-kind resources?

Worksheet – Sustainability: Four Approaches to Sustaining Your Coalition

APPROACH:

FINDING RESOURCES TO SUSTAIN THE EFFORT

- Are you using this approach?
- How?
- Is it working? Give examples.
- What is not working
- Barriers
- New steps you could take

Action Planning

Building for the Future

Issue/Strategy And Action to be taken	Who	When	What I / We Need...