ignite

Plug In, Build or Revive Your Immunization Coalition

Handouts

**New York State Association of County Health Officials
Annual Immunization Conference
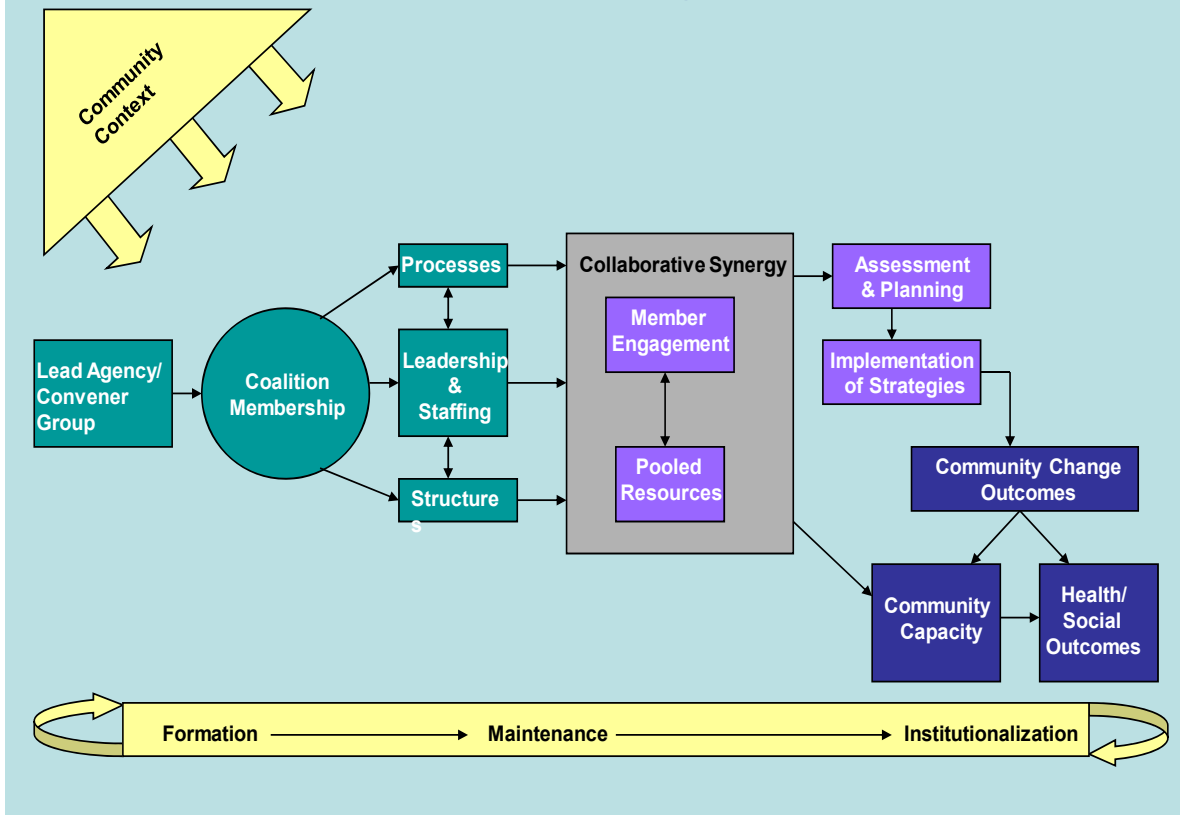Saratoga Springs, NY
March 13-14, 2019**

CoalitionsWork™

Community Coalition Action Theory (CCAT)
Butterfoss & Kegler, 2009

Table 1	Key Sustainability Tasks for Coalitions
Stage of Development	**Tasks**
Formation	• Build community ownership • Assess community needs & assets (e.g., by using MAPP tool) • Develop commitment for vision, mission, goals & objectives • Create viable organizational structure • Recruit key organizational members • Build leadership team
Maintenance	• Retain member commitment & participation to achieve goals • Obtain and share member resources • Continue to assess community assets & needs • Plan/implement effective PSEs
Institutionalization	• Diversify & strengthen coalition's financial base • Ensure Community Home for ongoing efforts • Plan for leadership succession • Spin off/institutionalize strategies to member organizations & community institutions

	SWOT Analysis	
	Helpful to achieving goals	**Harmful to achieving goals**
Internal coalition traits	**Strengths**	**Weaknesses**
External environmental traits	**Opportunities**	**Threats**

Strengths – coalition factors that allow it to take advantage of opportunities or reduce barriers

1. _____
2. _____
3. _____

Weaknesses - coalition challenges that prevent it from taking advantage of opportunities or reducing barriers

1. _____
2. _____
3. _____

Opportunities - external factors that allow coalition to take action, build membership, or improve community

1. _____
2. _____
3. _____

Threats - external factors that hinder goal attainment, sustaining momentum, or long-term survival

1. _____
2. _____
3. _____

IGNITE COALITION TASK CHECKLIST

The Checklist below will help you diagnose what tasks need to be done to assure that your coalition is on track for success. For each stage, review the items under the Coalition or Partnership column to assess whether you have achieved this stage or need to revisit it. Then, choose the Ignite Tools that might assist you in accomplishing each task (Tools are accessed on the Coalitions Work website). Share your results with & assess barriers to change.

Ignite! Getting Your Community Coalition Fired Up for Change		
Stage	**Coalition/Partnership**	**Ignite Tools**
Before You Build It	☐ Conduct environmental scan or assessment (community readiness) ☐ Decide on kind & purpose of collaboration (formal/informal, size, for networking or action)	o SWOT Analysis o Is a Coalition Right for You? o Is this Group Really a Coalition? o Coalition Guides

Build It	☐ Choose or assess community sectors
	☐ Assess needed membership & build recruitment plan
	☐ Build structures for success
	    ☐ values
	    ☐ vision
	    ☐ mission
	    ☐ goals
	    ☐ roles (job descriptions)
	    ☐ rules
	    ☐ steering committee
	    ☐ work groups
	    ☐ bylaws
	☐ Choose & develop transformational leaders
		o What Makes a Good Lead Agency
		o Coalition Member Gap Analysis
		o Potential Member Grid
		o Buddy Method for Recruitment
		o Inclusivity Checklist
		o Orientation Packet/Checklist
		o Coalition Guidelines
		o Coalition vision, Mission & Goals Worksheet
		o Bylaws Template
		o Am I a Transformational Leader?
		o Meeting Checklist
		o Facilitator's Guidelines
		o Agenda/Minutes Templates
		o Strategic Planning Process

Make It Work	☐ Engage people in assessment & creating a plan of action ☐ Motivate/encourage to participate, commit & share resources ☐ Prioritize & Initiate strategies	o Checklist for Choosing Coalition Issues o Logic Model Template o Action Plan Template o Prioritizing Your Strategies o Member/Leader Roles & Responsibilities o Commitment Letter o Partnering with Community Sectors o Am I a High Functioning Member o What to Do When Things Go Wrong
Sustain It	☐ Identify on-going financial/in-kind support to maintain strategies long enough to achieve outcomes ☐ Sustain energy/interest in the work ☐ Spin off strategies & change structure or processes if needed ☐ Expand or end collaboration when goals are reached	o 1-page Organizational Message o Sustainability Plan Outline o Checklist to Become a 501 c3 organization o 6 Rs of Participation o Are You Ready to Evaluate? o Data Collection Methods o Sample Evaluation Plan o Should You Disband Your Coalition?

© Butterfoss, FD. (2017).

Coalition Vision, Mission & Goals

VISION
- Shared by members & easily communicated
- Broad enough to include diverse viewpoints
- Inspiring & uplifting

Lead the way to healthy, immunized communities.

_____

MISSION
- Describes what group is going to do
- Concise: Gets point across in 1 sentence
- Outcome-oriented: Explains outcomes coalition is working   to achieve
- Inclusive: Doesn't limit sectors or strategies that may be involved in projects

Increase & sustain immunization levels of all residents in New York State

_____

_____

SLOGAN (Based on Principles)
- Phrase used to brand coalition or market it to public
- Short & "catchy"

Vaccines are not just for children!

_____

GOALS
- Broad statements that refer to specific results of initiative
- Long range – not time dependent – Dreams with Deadlines

1. **Reduce incidence and prevalence of vaccine-preventable diseases.**
2. **Create collaborative relationships to keep all NY counties disease-free.**

_____

_____

COALITION MEMBER GAP ANALYSIS

1) Update and access your roster of members

2) Decide what community sectors you intend to engage; you can modify this list:
    a. Health/Medical
    b. Government/Legislative
    c. Business/Labor/Employment
    d. Religious/Faith-based
    e. Local Community
    f. Recreational Organizations/Facilities
    g. Nutrition/Food Services
    h. Family/Children/Youth/Elderly
    i. Health Advocacy/Medical Issues
    j. Professional/Trade Associations
    k. Other Interest Groups

3) For each sector, write the category on a flip chart sheet and mount them on the wall of your meeting room. Define each sector and provide examples of organizations in each category.

4) Print name badges (or use index cards) of the current member organizations and distribute them to members at steering a committee or general coalition meeting.

5) At a signal, everyone gets up and quickly affixes their cards or name stickers to the appropriate sheets.

6) All sit down and observe the results. The usual case is that some sheets are well populated and others are empty or have only one or two organizations.

7) Either together or in small groups, brainstorm potential organizations for the sparse categories. The phone book or list from the local Chamber of Commerce/small business organization can provide a start. Members should articulate what role each organization will play in the coalition (Why they are valuable to the coalition's efforts? What are the mutual benefits of partnering?)

8) Finally, members volunteer/are chosen to contact these organizations to start recruiting the best representative. The coordinator may then follow up with membership information and face-face contact with each organization. This method works and it's participative!

CoalitionsWork™

BUDDY PROGRAM FOR MEMBER RECRUITMENT

STEP 1: Each time a new strategy is introduced, the Chair asks members to consider the question, "Who is not at the table that might help us enact this strategy or idea? "

STEP 2: For each identified organization, a member who has the best connection to that organization is asked to begin the recruitment process and volunteer to be the "buddy".

STEP 3: The buddy contacts the prospective member and asks him or her to join the coalition effort. The buddy encourages the recruit and answers any immediate questions about participation or the coalition. Successful contact information is forwarded to the Chair and Coalition Director.

STEP 4: The Director follows up with a phone call and sends an Orientation Packet to the prospective member. The Packet contains the coalition brochure, member roster, by-laws, minutes of the last general coalition and Work Group meetings, a map and calendar of meetings, recent program materials and press coverage.

STEP 5: As soon as the buddy receives notice of the next coalition meeting, he/she phones the recruit, makes sure that the notice was received and encourages the new member to attend. Transportation and other needs are attended to as well.

STEP 6: At the meeting, the buddy greets the new member, helps acclimate him/her to the surroundings and meeting protocol and introduces the new member to others. The new member is given an opportunity to introduce him or herself to the group. A personal welcome and offer of assistance by the chair occurs at some point during the meeting.

Model Commitment Letter: Coalition Organizations

Our organization, [name], intends to be an active member of the [name] Coalition. We are committed to the vision, goals and strategies that have been and/or will be decided by the Coalition. We are committed to the Coalition's planning and collaborative efforts and understand that it will take time. We acknowledge the contributions and expectations of other Coalition members. Benefits of membership include: access to coalition website and its resources, educational events, connection to other members and priority populations, and

_____[specify any others]

As general evidence of our commitment, we agree to:

Appoint representative(s) to attend coalition meetings and activities

Authorize representative to make decisions on our behalf, except for decisions regarding _____ [specify exceptions, if appropriate]

Read minutes, reports and newsletters to keep abreast of coalition decisions and activities

Disseminate relevant information to organizational members/employees through list servs & websites

Keep coalition informed of our organization's related activities

Specifically, our organization will commit the following resources to the coalition:

Access to our volunteers for coalition tasks

A financial commitment for $ _____ [or dues, if appropriate]

In-kind contributions of staff time, material resources, meeting space, refreshments

Incentive items _____[Specify

Connections to other key organizations/individuals _____(Specify)

Name of Organization   _____

Signature of Representative to Coalition   _____

Date _____

CoalitionsWork™

AM I A HIGH FUNCTIONING MEMBER OF MY COALITION?

	Yes	No

1. I participate in determining the direction of the coalition.

2. I report coalition progress to my organization and share its concerns/idea with the coalition.

3. I am invested in developing ground rules for behavior in the coalition

4. I candidly share interests/concerns and assure that others are invited to do the same.

5. I listen and try to understand the views of others.

6. I assist in strategic planning and prioritize goals and objectives into an action plan.

7. I help conduct a comprehensive community needs and asset assessment.

8. I help implement activities, including those that directly involve my organization.

9. I serve as a resource for developing program activities.

10. I represent the coalition at key meetings and events.

11. I am a coalition ambassador and promote its mission when and wherever possible.

12. I gather/relay appropriate information to the coalition as a basis for decision-making.

13. I prepare for and attend meetings on a regular basis.

14. I help develop resources to sustain the coalition

TEN TRAITS OF TRANSFORMATIONAL LEADERS

Transformational Leaders …

1. Let go of things others can do.
- Let go of tasks and responsibilities that will help others develop.
- Let go of authority to make decisions about the work.
- Know what others in the group can do and want to do.
- Build people's skills to take over by involving them in the work.

2. Encourage initiative, ideas, and risk taking.
- Actively seek ideas and suggestions from the work group.
- Allow people to run with an idea, even if it might involve some risk.
- Recognize ideas/initiative through compliments, formal recognition, and, tangible rewards.
- Are careful not to put down or discount ideas.

3. **Ensure that people have goals and know how they're doing.**
- Encourage work group to take lead role in setting goals and assessing *their* performance.
- Ensure that goals are clear and understandable.
- Let people know how they're doing in meeting goals - provide needed guidance and support

4. Delegate to challenge, develop, and empower.
- Delegate to challenge and develop people.
- Delegate authority to make decisions about the work.
- Provide clear understanding of responsibility, authority, expectations, and constraints.
- Support delegation within and outside the work group.
- Set up controls that keep themselves apprised of progress but aren't seen as restrictive.

5. Coach to ensure success.
- Coach *before* person begins task or assumes responsibility *and along the way*.
- Use coaching to guide and instruct people, while maintaining/enhancing their self-esteem.

6. **Reinforce good work and good attempts.**
- Use verbal *praise frequently.*
- Know kind of reinforcement that works best for each person.
- Provide tangible reinforcement when possible (e.g., recognition letters, awards, or gifts).
- Remember to reinforce what someone does well even when his or her work has a few flaws.

7. Share information, knowledge, and skills.
- Meet with group regularly to share and update information.
- Make sure people have information they need to succeed in a task/responsibility or know how to get it.
- Share their insights, knowledge, expertise, and skills.

8. Value, trust, and respect each individual.
- Show trust/respect by encouraging people to take control of their jobs with authority to take action.
- Take every opportunity to compliment people for good work, creative ideas, and contributions to group.
- Listen to people and empathize with their problems and concerns.
- Never put people down or minimize their contributions.

9. **Provide support without taking over.**
   1. Understand that support is essential and know when it's needed.
   2. Know how to support others, e.g., coach, reinforce, prepare for resistance, and gain others' commitment.
   3. Resist temptation to take over when things go wrong.

10. **Practice what you preach.**
   - *Support* people through rough spots of new task instead of punishing them for errors or taking over.
   - Ask for ideas and empower people to *implement* them - especially those that involve risk.
   - Tell people that they are important and *show* them through actions

AM I A TRANSFORMATIVE LEADER?

		Yes	No

1. I let go of things others can do.   .

2. I encourage new ideas, problem solving and risk taking.

3. I ensure that people have goals and know how they are doing

4. I delegate to challenge, develop and empower others.

5. I coach others to ensure success.

6. I reinforce good work and attempts.

7. I share information, knowledge and skills   .

8. I value, trust and respect each individual.

9. I provide support without taking over.

10. I practice what I preach.

Transformational Leaders are change agents who achieve outcomes beyond expected; create and articulate clear organizational vision; empower others to achieve at higher standards; lead as peer problem solvers; and build broad-based involvement and participation (Chrislip & Larson, 1994; Northouse, 2001). Transformational leaders share 4 character traits (Bass, 1985):

1. **Charisma, or idealized influence** - high standards of moral & ethical conduct

2. **Inspirational motivation** - have high expectations; inspire others to commit to a shared vision

3. **Intellectual stimulation** - stimulate innovation & challenge beliefs of self, leader & organization

4. **Individualized consideration** – support, listen & coach others to be actualized or empowered

11

CoalitionsWork™

WHAT TO DO WHEN THINGS GO WRONG		
SYMPTOMS	**PROBLEM**	**SOLUTIONS**
• Failure to plan or act • Delays • Frustration	**Lack of focus or direction**	• Clarify vision, mission & goals • Develop Action Plan • Monitor progress
• History or past grievances surface • Unequal sharing of resources • Disruptive meetings • Hidden agendas • Lack of trust	**Turf battles & competition**	• Recommit to vision for community • Develop value statements • Prevent or openly address conflict • Hold face-to-face discussions of partners' concerns • Use informal conciliation • Use 3rd party mediation
• Member & leader burnout • Unreasonable demands on staff • New members not engaged in work • Frustration • Resignations occur • Imbalance in power among organizations	**Unequal sharing of power, decision-making & responsibility**	• Develop written responsibilities & roles • Create MOUs for member organizations • Meet annually with CEOs/Directors of organizations to clarify expectations • Review Action Steps at start & end of meetings • Hold annual retreat to train/orient members • Each organization gets 1 vote
• Members are not well informed • Infighting erupts • Members/community don't see results from efforts	**Ineffective Communication**	• Promptly distribute minutes • Send newsletters & items for partners' newsletters • Develop/distribute 1-page Organizational Message • Hold State of Coalition address
• Dominance by professionals • Some community sectors aren't well represented • Coalition isn't respected or known • Community doesn't support coalition	**Poor links to community**	• Conduct gap analysis to build diversity • Engage in a recruitment campaign • Hold meetings/events in accessible, neutral sites • Share coalition opportunities at community events • Support activities of community partners
• Ineffective work or steering groups • Ineffective steering committee • Failure to develop, maintain or rotate leadership • Poor attendance/high "dropout" rate • Lack of ongoing training • Inadequate funding • Lack of results	**Ineffective coalition structure or function**	• Conduct strategic planning to align mission with structure & function • Build organizational chart • Conduct annual leadership retreat • 1-2 year leader term limits & annual elections • Commit to effective meetings & reporting • Have veteran members mentor new ones • Create Resource Development & Steering Groups
• Poor or inconsistent attendance • Lack of follow through on tasks	**Time & Loyalty Conflicts**	• Use surveys/discussions to determine schedules & fit of talents & tasks • Annual review of Commitment Letters

		• Ask organization to appoint new representative • Follow-up of non-attenders & under-achievers
• Coalition isn't known by media or community leaders • Coalition doesn't receive funding • Recruitment is difficult • Expected outcomes don't occur • Community problems unresolved	**Lack of Outcomes**	• Develop logic model & action/evaluation plans • Collect data & monitor outcomes to hold partners accountable & align efforts • Coordinate activities via agreed upon Action Plan • Use 1-page Organizational Message & social media to broadcast successes • Contact funders to explore opportunities

COALITION SUSTAINABILITY CHARACTERISTICS

To be sustainable as an organization, a coalition should have following characteristics.

1. **Diversity in funding sources.** The coalition is not dependent on any single type or source of funding, but instead relies on a variety of sources: in-kind contributions from members, government agencies, foundations, or corporations/businesses; individual contributions; income-generating ventures; member dues, fundraising events; and fees for service.

2. **Ability to generate funds internally.** The coalition is not totally dependent on external donations or grants, but receives significant in-kind support from its lead agency and partners.

3. **Multi-year funding.** The coalition has some multi-year grants or contracts and does not have to raise the full amount of its budget each year.

4. **Involvement in significant activities that address continuing needs.** The coalition is engaged in work that addresses community concerns and is worthy of continuing support.

5. **"Program" capacity.** The coalition is effective and demonstrates positive outcomes that justify its existence. Member organizations collaborate to provide high quality information or services.

6. **Adherence to clear values or operating principles.** The coalition is guided by shared values that are reflected in its priorities, strategies, and day-to-day operations.

7. **Core leadership with strong commitment.** The coalition has a leadership team that is committed to the coalition, keeps it focused, resolves conflicts and carries out its work.

8. **Management capacity.** The coalition has sound financial and program management policies and procedures and staff who consistently implement them.

9.   **Constituency or support group.** The coalition has individual and organizational members who value and support its work and speak on its behalf.

10.   **Power and influence.** The coalition is respected and credible because of its values, members, and work, enabling it to influence others.

CoalitionsWork™

SIX R'S OF PARTICIPATION
Engaging & Mobilizing Coalition Members

By understanding why community members participate in a coalition, you take the first step toward developing strategies to ensure their engagement. Why would someone want to be involved in your coalition? What are the benefits? Your coalition will succeed when it meets the needs of your members, as outlined in the *Six R's of Participation* that follow."

1. Recognition. People want to be recognized for their leadership. We all want to be known, by the members of our own group and by others, for our contributions to a better quality of life.
Tip: Recognize member contributions through awards, dinners, and by highlighting them at public events.

2. Respect. Everyone wants respect. By joining in community activities, we seek the respect of our peers. People often find that their values, culture, or traditions are not respected in the workplace or community, so they seek recognition and respect for themselves and their values by joining organizations and coalitions.
Tips: Don't schedule all of your planning meetings during working hours; meet in the evenings and provide dinner/childcare. Translate materials into other languages and provide translators.

3. Role. We all like to feel needed; we want to belong to a group in which our unique contribution is appreciated. Groups must find a role for everyone if they expect to maintain a membership.
Tip: Grassroots leaders and members may have experienced being "tokens" on coalitions. Create roles with real power and substance.

4. Relationship. Organizations are networks of relationships; often a personal invitation convinces someone to join. People may sign up for private reasons (to make new friends) and for public reasons as well (to broaden a base of support or influence). People also join to get connected to "power players" in your coalition. Organizations draw us into a wider context of community relationships that encourage accountability, mutual support, and responsibility.
Tip: Provide real opportunities for networking with other institutions and leaders.

5. Reward. Organizations and coalitions keep members and attract new ones when the rewards of membership outweigh the costs. Not everyone is looking of the same kind of rewards. To sustain members' role in your coalition, identify their interests and find out what rewards suit them.
Tip: Schedule social time and interaction into the agenda of the coalition. Find a way to share resources and information, including funding opportunities and access to people in power.

6. Results. Nothing works like results! An organization that cannot deliver the goods will not continue to attract people and resources. If your coalition is formed in response to negative forces in the community

(e.g., rising crime rates), safer streets will obviously be welcome and will enhance your coalition's credibility. Build in visible, short-term successes to your work.

Tip: For grassroots leaders and residents, visible projects/activities that directly affect conditions in their communities are the results they want in return for their participation.

Developed by Ira Resnick; adapted by Gillian Kaye, AHEC Community Partners, 1995.

SIX "R'S" OF PARTICIPATION WORKSHEET

1. RECOGNITION

What do we do now?	What could we do?

2. RESPECT

What do we do now?	What could we do?

3. ROLE

What do we do now?	What could we do?

4. RELATIONSHIP

What do we do now?	What could we do?

5. REWARD

What do we do now?	What could we do?

6. RESULTS

What do we do now?	What could we do?

Adapted from Kaye & Wolfe, 1995

CoalitionsWork™

1-PAGE ORGANIZATIONAL MESSAGE (HOMEWORK)
DESCRIPTION OF YOUR COALITION
WHO YOU SERVE
VISION & MISSION
GOALS & STRATEGIES
OUTCOMES & RESULTS
REQUEST FOR ACTION

LOGO
HERE

_____ Meeting Agenda
[DAY, DATE, TIME]

Members Attending:

Topic	Time	Lead	Preparation	Expected Action
Call to Order/Determine Quorum • Secretary's Report • Treasurer's Report	X:00 - X:15 __ min. __ min. __ min.	Chair Secretary Treasurer	• Review Previous Minutes • Read Treasurer's Report	• Vote • Vote
Old Business 1. **2.** **3.**	X:15 - X:25 __ min. __ min. __ min.	Name Name Name	•	• Vote • Advise • Support idea? • Appropriate funds? • Send email to members?
New Business 1. 2. 3.	X:25 - X:20 __ min. __ min. __ min.	Name Name Name	•	• Vote • Advise • Support idea? • Appropriate funds? • Send email to members?
Announcements/Events	5 min.	All	• List upcoming events	
Feedback & Meeting Evaluation	5 min.	All	Share feedback,questions or concerns	

MEETING MINUTES TEMPLATE

<table>
<tr><td colspan="5" align="center">Name of Group</td></tr>
<tr><td align="right">Date</td><td colspan="4"></td></tr>
<tr><td align="center">Type of Meeting</td><td colspan="4">☐   General Meeting   ☐   Steering Committee   ☐   Work Group Meeting</td></tr>
<tr><td align="center">Attendees</td><td colspan="4">Names and organizations</td></tr>
<tr><td align="center">Recorder</td><td colspan="2">Name</td><td colspan="2"></td></tr>
<tr><td align="center">TOPIC</td><td colspan="2" align="center">DISCUSSION</td><td align="center">ACTION or F/U</td><td align="center">WHO</td></tr>
<tr><td>1.</td><td colspan="2">•   Key discussion points

•   Decisions made</td><td>What, by when?</td><td>Responsible person(s)?</td></tr>
<tr><td>2.</td><td colspan="2">•   Key discussion points

•   Decisions made</td><td></td><td></td></tr>
<tr><td>3.</td><td colspan="2">•   Key discussion points

•   Decisions made</td><td></td><td></td></tr>
<tr><td>4.</td><td colspan="2">•   Key discussion points

•   Decisions made</td><td></td><td></td></tr>
<tr><td>5.</td><td colspan="2">•   Key discussion points

•   Decisions made</td><td></td><td></td></tr>
<tr><td>Announcements</td><td colspan="2"></td><td colspan="2"></td></tr>
<tr><td>Adjourn</td><td colspan="4">Next meeting time, date, location.</td></tr>
</table>

CoalitionsWork™