Foundation for a Healthy Kentucky’s Mission:

To address the unmet health needs of Kentuckians
Investing in communities. Informing health policy.

By…

• Developing and influencing policy
• Improving access to care
• Reducing health risks and disparities
• Promoting health equity

www.healthy-ky.org
Building Effective Coalitions

Anita Courtney, MS, RD
Public Health Nutritionist

Keep your mission in mind

- Why is the work you are doing important?
- How can you stay connected to the importance of the mission?
The Plan

- Coalitions—What are they? Are they worth it? Are they a fit?
- How to strengthen an existing coalition or build a new one
  - Members—How to get them, engage them and keep them!
  - Deciding what work to tackle
  - Leadership
  - Getting things done
  - Meetings to look forward to
- Sustainability
- Mission and Vision statements

Coalition

A temporary alliance of distinct parties coming together for joint action
“Americans are a peculiar people...If, in a local community, a citizen becomes aware of a human need that is not met, he thereupon discusses the situation with his neighbors. Suddenly a committee comes into existence. The committee thereupon begins to operate on behalf of the need. It is like watching a miracle.”
Helen Keller

“Alone we can do so little. Together we can do so much.”

Tom Wolff

Tom Wolff
What are the advantages of Coalitions?

- **Communication**
  - Provide a wide range of advice and perspectives to lead the work

- **Coordination**
  - Reduce duplication
  - Coordinate activities and messages
  - Use resources wisely
  - Increase personal satisfaction and help members understand their jobs in a broader perspective

- **Collaboration**
  - Increase visibility and strength
  - Greater credibility than individual organizations
  - Achieve more widespread reach than any single organization
  - Provide a wide range of advice and perspectives to lead the work
  - Increase personal satisfaction and help members understand their jobs in a broader perspective

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You can do it. They can make it worse.”

--Home Depot Slogan rewritten by Delaney Gibbs at age 10
Is a Coalition right for your work?

- Have you clearly defined your objective(s)?
- Is a Coalition the appropriate tool to accomplish objective(s)?
- Is there an existing Coalition in your community that you could work with?
- Is there a lead agency with sufficient resources to support the coalition?
  - Leadership
  - Staff support
  - Funding
  - Credibility
- Are there enough partners willing to join?

Other options if a Coalition doesn’t make sense now

- An ad hoc committee with less formal structure
- Well-functioning mutually supportive partnerships
- Percolator – Informal social discussion group
- Other?
Members

Who should be at the table?
Formal and Informal Sectors

**Formal Sectors:**
those parts of the community that represent the major institutions in the community such as government, education, health, and business.

**Informal Sectors:**
those community best connected to the residents themselves such as neighborhood associations, PTOs, and church groups.

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The Formal Sectors
Who do you have? Who are you missing?

- Healthcare providers
- Schools
- Hospitals
- Head Start Programs

**Missing**
- Faith-based organizations
- Businesses
- Elected Officials
The Informal Sectors
Who do you have? Who are you missing?

- Tenant Associations
- WIC advisory groups
- Head Start parent groups

Who are the people most affected by the issues you are addressing?

List the five groups of people who are most affected:
1.
2.
3.
4.
5.

Doing with instead of doing for.

What happens if you don’t include those most affected?
Witnesses to Hunger

https://www.centerforhungerfreecommunities.org/our-projects/witnesses-hunger
How do you reach and engage those most affected by the issue?

- Community Meetings – public forums and listening sessions
- House meetings
- Street outreach and tabling
- Focus Groups
- Photo-voice
- Attending existing community meetings
- Make meeting times and places accessible
- Pay stipend
- Offer desirable roles

Gap Analysis / Partnering with Community Sectors
What entices people to join a Coalition?

WIIFT. What’s in it for them?

- Satisfaction of making a difference
- Enhancing their work
- Networking
- Belonging
- Learning

How would you like to be asked to join a coalition?
The 6 R’s of Retention / Tom Wolff

Participation

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

Everything you’ve ever been taught about good manners applies

- Greet people
- Introduce new people
- Show your appreciation
- Sincerity
- Courtesy
- Personal approach
Deciding what to tackle

The Spectrum of Prevention

- Influencing Policy & Legislation
- Changing Organizational Practices
- Fostering Coalitions & Networks
- Educating Providers
- Promoting Community Education
- Strengthening Individual Knowledge & Skills
Prioritize equity.

Human needs such as healthy food, housing, health care and fair treatment should not be available to some and not to others.
Mapping Impact

- Total ban on tobacco sales
- Tax hike
- Tobacco free schools and other government buildings

Mapping Political Feasibility

- Total ban on tobacco sales
- Tax hike
- Tobacco free schools and other government buildings

Political Feasibility: Low to High
Criteria for Assessing Impact

- Impact on behavior(s) contributing to the health issue
- Proportion of population that would benefit
- Potential to reach all segments of at risk population equally as opposed to select groups
- Other health or social benefits
Criteria for Assessing Political Feasibility

- Enacted in other communities like ours
- Opposition is weak and/or easily overcome
- Potential for media attention
- Potential for public support
- Potential support from key stakeholder groups
- Potential sponsorship by decision makers
Research—Scientific literature and community sources

LOCAL GOVERNMENT ACTIONS
TO PREVENT CHILDHOOD OBESITY

Community-Based Prevention Marketing (CBPM) for Policy Development
Process

- Summary of report that includes latest research and what’s been successful elsewhere
- Map on your worksheet
- Group discussion
- Modify based on discussion
- Map on posters
- Review and select
Select Policy

Return on Investment

GET READY!

High

Impact

Low

Return on Investment

GET READY!

High

Impact

Low

Select Policy

Return on Investment

GET READY!

High

Impact

Low

Feasibility

CBPM²
Community Based Policy Making and Marketing
Before

Feasibility

- Grocery Store in Low-Income Neighborhood
- Good Food in Government
- Corner Stores
- Community Food Centers
- Joint Use School Facility
- Ice Skating Rink
After

What’s Cooking?
Local Cooks Mixing Things Up

Chef Mikey Bullock
makes salmon croquettes

FREE Samples
Thursday, September 12 / 5—7 pm

At the Pak-N-Save
Race & Third Street

Eat Fresh. Feel Good.
Good Neighbor Stores Partners with GleanKY and Lucky’s Market
The Lexington Public Pool Concession Menu 2010

- **Drinks**: $1.25 (Pepsi, Diet Pepsi, Mt. Dew, 7-up, Dr. Pepper)
- **Water**: $1.50
- **Gatorade**: $2.00
- **Pizza**: $2.00
- **Candy**: $1.00
- **Chips**: $1.50
- **Popcorn**: $1.50
- **Slushies**: $1.25

- **Nachos**: $2.00
- **Fries**: $2.00
- **Hot Dog**: $1.50
- **Hamburger**: $2.50
- **Grilled Cheese**: $1.50
- **Nuggets**: $3.00
- **Basket**: $4.00
- **Ice Cream**: $0.50
- **Ring Pops**: $0.75
SANDWICHES AND SUCH
- Grilled Chicken Sandwich 3.50
- Chicken Salad Sandwich 2.50
- Tuna Salad Sandwich 2.50
- Grilled Chicken Wrap 3.00
- Cheese Quesadilla 2.00
- Cheese Quesadilla with Salsa 2.75
- Grilled Cheese 2.00
- Uncrustable PBJ 1.50
- Hamburger 2.50
- Hot Dog 1.50
- Pizza 2.00
- Chicken Nuggets 3.00
- Chicken Nugget Basket 4.00
- Nachos with Cheese or Salsa 2.50

SWEET STUFF
- Grapes .75
- Apples .75
- Bananas .75
- Chocolate Banana Dippers 1.00
- Popsicles .50
- Candy 1.00

SNACKS ON THE SIDE
- Veggie Dippers 1.50
- Popcorn 1.50
- Nature Valley Protein Bar 1.50
- Sunflower Seeds .75
- String Cheese .75
- Baked Chips .75
- Pretzel 2.00
- French Fries 2.50

DRINKS
- Aquafina Water 1.00
- Gatorade 2.00
- Pepsi Products 1.25

"Good to Go" Bike
Schools
Pools
State Park Resorts
Movie Theaters
Restaurant Edition
Youth Groups
Better Bites at the Bus Stop
Think through possible unintended consequences.

The Continuum of Collaboration

Rank in order from simplest to most complex:
Coordination, Cooperation, Networking, Collaboration
The Continuum of Collaboration

- **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*.

- **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

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**Collaboration Multiplier**

- **Collaborator 1**
  - **Expertise:**
  - **Desired Outcomes:**
  - **Key Strategies:**

- **Collaborator 2**
  - **Expertise:**
  - **Desired Outcomes:**
  - **Key Strategies:**

- **Collaborator 3**
  - **Expertise:**
  - **Desired Outcomes:**
  - **Key Strategies:**

- **Collaborator 4**
  - **Expertise:**
  - **Desired Outcomes:**
  - **Key Strategies:**

**Shared Outcomes**

**Partner Strengths**

**Joint Strategies**
Leadership

What makes a good leader?

Pair and Share

- Different styles work
- You don’t have to lead like others.
- Play to your strengths.
Leadership

- Create vision
- Keep group focused and on track
- Guide but don’t control process
- Frame issues to focus on clear decisions
- Head off conflict and turf issues

Leadership

- Draw quiet members into discussion
- Nurture members needs and wants
- Delegate
- Ensure follow through and sense of accomplishment
- Give credit where credit is due
Getting things done

- Accomplish something tangible at each meeting
- At the end of each meeting recap what has been decided and who will do what
- Have an early win without sacrificing sound practices
Set expectations that people will follow through / create a culture

- Printed action plans: who will do what by when/reports at each meeting
- Cultivate a culture of everyone pitching in
- Action is contagious / So is inaction

Meetings to look forward to
Meeting basics

- Meeting venue
- Food
- Physical activity breaks
- Use time wisely

Meeting venue

- Location
- Acoustics
- Temperature
- Windows
- Comfortable seating
- Accessibility
- Room set-up
Use members’ time wisely

- Send people agenda prior to meeting ahead of time
- Start and end meetings on time
- Use agenda to keep meetings focused and participatory
- Don’t discuss detailed info that only concerns a few in big meeting
- Only meet when you have to
- Use subcommittees for detailed work
- Poll members to find best meeting times and most convenient locations

Meeting snacks keep the brain sharp and morale high

- Yogurt parfaits: yogurt, fruit, granola
- Basket of apples, bananas, Clementines
- Pistachio nuts, trail mix
- Veggie tray and hummus
- Smoothies
- Pitcher of water and cups
- Caffeine!
Physical activity breaks

If the seat goes numb, the brain goes numb. Never sit for more than 60 minutes.

Use meeting evaluations to continually improve process
What to do when things go wrong

Sustainability
Sustainability

- See all of the above!
- Reassess—what made sense when you started might not make sense anymore
- New members
- Know when to hold them, know when to fold them

What next?
Vision and Mission Statements

Anita Courtney, MS, RD /
Purple Carrots Public Health Consulting

A one sentence statement describing the reason an organization or program exists (what they do), which is used to guide priorities, activities and responsibilities. (2-25 words)
Questions to help define your mission

**Tweens Nutrition and Fitness Coalition:** Making healthy eating and physical activity popular and accessible to tweens in their homes, schools and communities. (17)

- What do you do?
- Why do you exist?
- What’s the broadest way to describe the work?
- For whom do you do this work?
- Where do you do this work?

**TED:** Spreading Ideas. (2 words)

**Best Friends Animal Society:** A better world through kindness to animals. (7)

**Livestrong:** To inspire and empower people affected by cancer. (8)

**March of Dimes:** We help moms have full-term pregnancies and research the problems that threaten the health of babies. (17)

**Teach for America:** Growing the movement of leaders who work to ensure that kids growing up in poverty get an excellent education. (20)

**Save the Children:** To inspire breakthroughs in the way the world treats children and to achieve immediate and lasting change in their lives. (20)
Desired End-State: A one-sentence statement describing the clear and inspirational long-term desired change resulting from an organization or program’s work. (3-25 words)

Questions to define your vision

**Tweens Nutrition and Fitness Coalition:** Healthy choices everywhere.

- What needs to be changed?
- What issues should be addressed?
- What are your strengths and assets?
- What is your dream end-state?
- What would success look like?
• **Human Rights Campaign**: Equality for everyone. (3 words)

• **Feeding America**: A hunger-free America. (4)

• **Nature Conservancy**: To leave a sustainable world for future generations. (8)

• **Ducks Unlimited** is wetlands sufficient to fill the skies with waterfowl today, tomorrow and forever. (13)

• **Save the Children**: A world in which every child attains the right to survival, protection, development and participation. (15)

• **Goodwill**: Every person has the opportunity to achieve his/her fullest potential and participate in and contribute to all aspects of life. (21)

• **Special Olympics**: To transform communities by inspiring people throughout the world to open their minds, accept and include people with intellectual disabilities and thereby anyone who is perceived as different. (28)

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Let’s get started on a mission statement

• Write words and phrases on sticky notes that describe the reason the coalition exists and what they do. Include nouns, verbs, adjectives, adverbs and numbers.

• Ask each person to look at their notes and organize them into 3 categories: most, medium and least important.

• Ask each person to share with the group their list of most important words and phrases. Post them on a sheet of paper, grouping similar words together.

• On two other sheets, ask group to put the words that were ranked of medium and lower importance. Again, group similar words together.

• Try putting together different word combos.
Let’s get started on a vision statement

• Write words and phrases on sticky notes that describe your desired end result. Use nouns, verbs, adjectives, adverbs and numbers.
• Ask each person to look at their notes and organize them into 3 categories: most, medium and least important.
• Ask each person to share with the group their list of most important words and phrases. Post them on a sheet of paper, grouping similar words together.
• On two other sheets, ask group to put the words that were ranked medium and lower importance. Again, group similar words together.
• Try putting together different word combos.

With your coalition

• Do what we just did
  +
• Ask people to “popcorn” out possible mission statements from these words.
• Form a subcommittee to take a closer look at word and phrase lists and proposed vision statements. Bring some possibilities back to group for a final vote at a later date.
• Assess how the finalists for the mission and vision statements fit together. Select a complementary pair.
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